LGSETA
CREATING GREATER IMPACT

ANNUAL PERFORMANCE PLAN
2017-2018

FOREWORD

This the first time that the Local Government Sector Education and Training Authority (LGSETA) is submitting its annual performance plan (APP) and strategic plan (SP) in the post-administration period. The administration period ended in September 2015, and the Minister of Higher Education and Training appointed a new Board. Frameworks for strategic plans and annual performance plans for state-owned entities were considered in preparing the LGSETA's SP and APP. The LGSETA is a public entity listed in Part A of Schedule 3 of the Public Finance Management Act, 1 of 1999 (PFMA), as amended.

The LGSETA is submitting this APP during a historical time in South Africa. The local government elections took place in August 2016, and new political leaders have been appointed. Changes in the administration have occurred as coalitions were formed in certain municipalities. This introduces complexity in the local government system, but it also creates an opportunity for deepening democracy. For the LGSETA this means that administrative and political leadership must be strengthened and supported with various learning programmes which will assist leaders in performing their duties with excellence.

Political leadership also includes traditional leadership. LGSETA is of the view that traditional leadership needs to be supported with various skills development initiatives to leverage growth in leaders' areas and to equip their communities. The Board is aware that the training of traditional leaders was insufficient and without broader geographic reach the past year. This year, this will change. This APP is very specific in indicating training needs of traditional leaders. During the past year, we have already started a programme which trains traditional leaders together with the councillors in the Sector Councillor Development Programme. The LGSETA funds this programme and the South African Local Government Association (SALGA) is implementing it on our behalf.

In this APP, the Board wants to contribute towards equipping local government's administrative staff. We want to pay attention to the municipal managers, municipalities' finance divisions and technical divisions. Our pivotal learning programmes will focus on broader municipal staff development as we augment the municipalities' own Workplace Skills Plans (WSPs) with some support from the discretionary grant. Municipalities should, however, understand that the Board needs to drive specific deliverables in terms of the Service Level Agreement (SLA) that we sign with the Minister of Higher Education and Training. We are confident that strategic meetings between that Ministry and Cooperative Governance and Traditional Affairs (COGTA) will enable better alignment of programmes.

The Board decided to allocate further resources to strategic initiatives, the sharpening of our database and analysis of the sector, as well as ensuring that the LGSETA takes national skills imperatives into consideration. We have made it clear to management that the effect of the LGSETA's learning interventions must yield the necessary results. We therefore intend to present an impact review of our programmes as part of our future annual reports. To this end, we will develop a proper information reporting system, a research repository, as well as a database system which will capture the skills development that is taking place in the sector, including programmes that fall outside of the LGSETA's funding mechanisms. We hope that our local government training partners will cooperate with us as we plan to consolidate a sector training report within the next few years.

This APP was also being prepared in a time during of pressure to build the capacity of non-governmental institutions and small to medium enterprises. Some of these institutions have proved that they are often able to respond quicker than government on the needs of communities. Churches, for instance, can mobilise the unemployed for social services and they can therefore easily become the training ground for the empowerment of people in various skills programmes. The Board believes that the LGSETA must better mobilise such partners and others including business, TVET colleges and universities to assist in building the necessary generic and scarce skills in the sector.

The LGSETA will also continue to focus on the youth by means of interventions that will give them access to work opportunities, coaching, mentorship, as well as bursaries. In the past year, we have already invested in 700 more bursaries than our annual target. This shows that we are an agile and responsible organisation.

The submission of this APP is a game changer for this Board. We expect management to rise to the challenges and reposition the organisation not only to fulfil its mandate, but to also make the LGSETA known as a public entity of excellence. It is therefore, the pleasure of this Board to submit this APP for March 2017 to March 2018, together with the revised Strategic Plan and Sector Skills Plan.

APPROVAL

It is hereby certified that this Annual Performance Plan:

- was developed by the LGSETA's management in consultation with the Department of Higher Education and Training;
- was informed by the revised Local Government SETA Strategic Plan for the period 2017/18 – 2019/20;
- was informed by the Sector Skills Plan, as revised in 2016/2017 and updated; and
- accurately reflects the performance targets which the LGSETA will endeavour to achieve within available funding for the 2017/18 financial year.

Nonhle Mashinini

Executive Manager: Strategy and Planning

Signature:

Date: 15 November 2016

Lwazi Kuse

Chief Financial Officer

Signature:

Date: 15 November 2016

Gugu Dlamini

Chief Executive Officer

Signature:

Date: 15 November 2016

Dr Michael Sutcliffe

Chairperson of the LGSETA Board

Signature:

Date: 15 November 2016

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CONTENTS

ABBREVIATIONS AND ACRONYMS

AET	Adult Education and Training
AFS	Annual Financial Statements
AGSA	Auditor-General South Africa
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
DOE	Department of Education
ETQA	Education and Training Quality Assurance
EWSETA	Energy and Water Sector Education and Training Authority
FET	Further Education and Training
HEI	Higher Education Institutions
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
MISA	Municipal Infrastructure Support Agent
MoU	Memorandum of Understanding

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
PSETA	Public Service Sector Education and Training Authority
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
Stats SA	Statistics South Africa
TVET	Technical Vocational Education and Training (Formerly FET colleges)
WSP	Workplace Skills Plan
WIL	Work-integrated Learning

STRATEGIC OVERVIEW
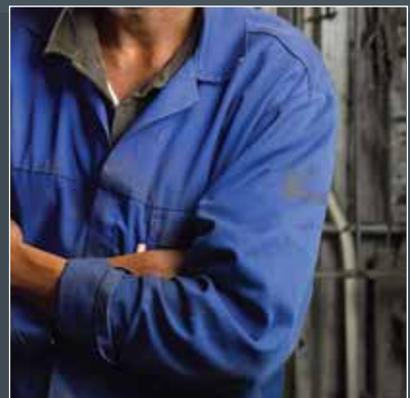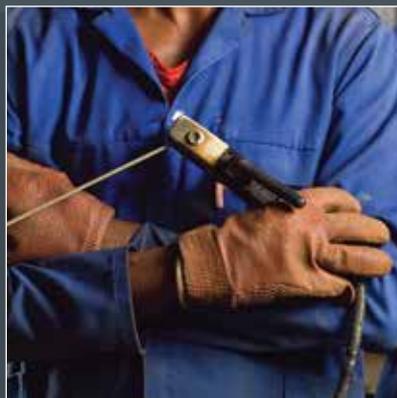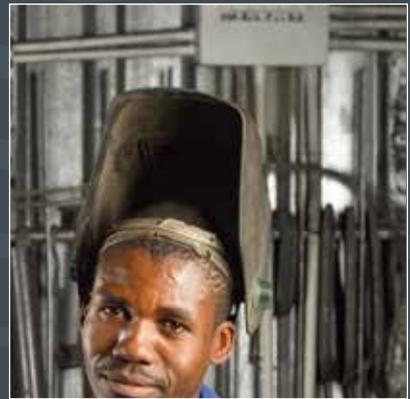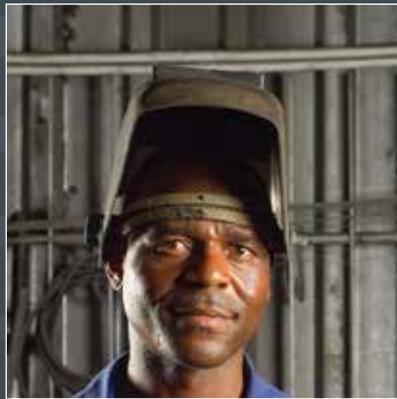
1. UPDATED SITUATIONAL ANALYSIS

1.1 MUNICIPAL PERFORMANCE REPORTS

Performance reports released by the Auditor-General South Africa (AGSA) are a critical indicator to measure changes in performance. In terms of the theory of change, the AGSA's reports represent an interim outcome between changes in the levels of skills and the desired changes in service delivery areas. According to the latest Auditor-General Report (2016) for the 2014/15 financial year, the quality of annual performance reports has improved, with the number of municipalities with "no material findings in this regard" having increased from 20% to 38% since 2010 to 2011. The usefulness of information in the reports has improved (from 71% with findings to 47%), but in more than half of the reports there are still no reliable information on service delivery (AGSA 2016).

1.2 SCARCE SKILLS

The Sector Skills Plan (SSP) presents occupations that are considered scarce under one or more of the contexts that determine scarcity. Furthermore, the list has been developed based on the skills identified by other stakeholders as scarce, given the lower new entrants or potential skills supply. In addition, the Auditor-General and National Treasury have indicated some of these occupations as key for service delivery, as well as for ensuring proper financial and administrative governance. The scarce skills list has also considered future skills needed for local government, such as green local government and smart city concept. Table 1 presents scarce skills identified for the sector based on number of shortage.

The LGSETA will respond to the skills development needs arising from the SSP Update for 2015/2016 through its strategic focus areas and has already aligned the discretionary grant applications with these focus areas. The Annual Performance Plan will also be aligned with this from the 2016/2017 financial year.

Table 1:Scarce skills list

OCCUPATION CODE	OCCUPATION
311201	Civil Engineering Technician
121101	Finance Manager
121104	Internal Audit Manager
132301	Constructuion Project Manager
121103	Credit Manager
251101	ICT Specialist
263101	Economics or Development Economics
351302	Geographic Information Systems Specialist/ Technician
242207	Compliance Officer (Risk Officer)
311203	Town and Regional Planner
226301	Environmental Health Officer
399999	Disaster Management Coordinator/Planner
214405	Marine Engineer

1.3 EMPLOYERS IN THE SECTOR

After the 2016 Municipal Elections, there are 257 municipalities of which eight are metropolitan municipalities, 205 are local municipalities and 44 are district municipalities (see Table 2). Most employers in the sector are Category B, i.e. local municipalities. However, Category A, i.e. metropolitan municipalities have the most employers and contributors to skills development levies. As of 1 April 2012, there were 60 municipal-owned entities established by municipalities to deliver services in terms of the Municipal Finance Management Act, 2004.

Table 2: Municipal redeterminations for 2016

PROVINCE	METROPOLITAN MUNICIPALITY		LOCAL MUNICIPALITY		DISTRICT MUNICIPALITY		TOTAL	
	2011	2016	2011	2016	2011	2016	2011	2016
Eastern Cape	2	2	37	37	6	6	45	39
Free State	1	1	19	19	4	4	24	23
Gauteng	3	4	7	3	2	1	12	11
KwaZulu-Natal	1	1	50	43	10	10	61	54
Limpopo	0	0	25	25	5	5	30	27
Mpumalanga	0	0	18	18	3	3	21	20
North West	0	0	19	19	4	4	23	22
Northern Cape	0	0	27	27	5	5	32	31
Western Cape	1	1	24	24	5	5	30	30
Total	8	9	226	215	44	43	278	257

Source: Demarcation Board[2]

1.4 ALIGNMENT BETWEEN SCARCE AND CRITICAL SKILLS AND APP TARGETS

Prior to undertaking the compilation of the SSP, it is important to understand the role of the SSP in the broader planning process. In this way, information and findings can be suitably framed. The goal is to facilitate the decisions that must be based on the final plan. Skills planning should be considered in terms of a cycle. The SSP, therefore, is not an event, but a step in a process that results in implementing day to day activities of the LGSETA. The LGSETA's Strategic Plan and Annual Performance Plan targets are informed by sector priorities which include scarce and critical skills needs.

The Discretionary Grant of the local government sector is aimed at allocating learning intervention targets based on scarce and critical skills needs from the sector, as well as delivering targets from the Department of Higher Education and Training through the signed SLAs annually. Table 3 indicates how the LGSETA is responding from the scarce and critical skills list through its learning intervention delivery model of skills development in the sector.

Table 3: Scarce and critical skills linked to learning interventions

SIC CODES	OCCUPATION	LGSETA LEARNING INTERVENTION
121101	Finance Manager	• Municipal Finance Management Development Programme (National Treasury Competency (MFMA) / National Certificate -Local Government Accounting Certificate Learnerships
121104	Internal Audit Manager	
241102	Management Accountant	
121103	Credit Manager	• BTech degree in Engineering • Diploma in Civil Engineering • National Diploma in Civil Engineering

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2 Source: http://www.demarcation.org.za/uploads/Final%20redetermination%20media%20release_new.pdf

SIC CODES	OCCUPATION	LGSETA LEARNING INTERVENTION
311201	Civil Engineering Technician	• Bachelor of Civil Engineering • Honours in Engineering Management • Compliance with The South African Council for Project and Construction Management Professions (SACPCMP)
132301	Construction Project Manager	• Bachelor of Civil Engineering • Honours in Engineering Management • Compliance with The South African Council for Project and Construction Management Professions (SACPCMP)
311203	Town Planning Technician	• National Diploma in Town and Regional Planning • Registration with the South African Council for Planners (SACPLAN) after working two years under registered Professional Planner
351302	Geographic Information Systems Specialist/Technician	• PLATO-recognised qualification • National Diploma in Cartography (GISs) • Bachelor of Science in Geoinformatics • Bachelor of Science (Honours) in Geoinformatics
313201	Water Plant Operator	• Learnership in Water and Wasteful Reticulation Services • Learnership in Water Treatment Process Operations
226301	Environmental Health Officer	• National Diploma in Environmental Health • Bachelor in Environmental Science
399999	Disaster Management Coordinator/Officer	• FET Certificate: Generic Management: Disaster Risk Management • National Certificate: Generic Management: Disaster Risk Management
214405	Marine Engineer	• Bachelor's degree in Marine Engineering

1.5 THE LGSETA'S KEY CONSIDERATIONS EMANATING FROM THE REVIEW PROCESS

The issues raised by the Board and others align with numerous policy focus areas discussed under the Policy Mandate. However, a deeper understanding of the issues and difficulties were discussed. This has led to the organisation understanding what to prioritise during the 2017/2018 financial year. The priorities range from internal consideration to critical discussions that need to be held with the DHET, local government and other key players. The list below represents the categorisation of the issues discussed throughout the review process.

1.5.1 RELATIONSHIP BETWEEN SKILLS DEVELOPMENT AND THE ECONOMY

Inputs from the Board as well as external inputs reflected on the relationship between skills development and economic development. A skilled workforce is required for the economy to grow. Furthermore, for local government to promote economic development within its jurisdiction, it must have skilled employees to adequately and effectively promote economic development.

1.5.2 UNDERSTANDING THE TRAINING LANDSCAPE

The training landscape is extensive and complicated. Therefore, adequate research must be conducted regularly to allow the LGSETA and others to respond more effectively. The areas covered include:

• Research and analysis
• What training is being done?

- Service providers
- Collaboration around training
- Accreditation
- Training approaches
- Training areas to be included
- Capacity building as a system

1.5.3 SKILLS AND OPPORTUNITIES

There is a disjuncture between people being trained and once trained not having the opportunity to be placed in the workplace, when municipalities insist they require more staff. The reasons vary and need ongoing investigation. Reasons include a lack of mentorship capacity, infrastructure and work tools. Discussions with municipalities and other parties are necessary to come up with strategies to ensure 'on the job training' or employment.

1.5.4 ADMINISTRATION

Despite the organisation's gains, there is still a firm focus on creating stability and a platform to become a SETA of excellence. Issues under scrutiny include:

- Driving compliance and performance
- Streamlining operations to the Board's strategic focus areas, in line with the outcomes of the SSP
- Capacitating staff
- Adopting and developing appropriate and developmental policies to assist in delivering the mandate of the LGSETA
- Understanding the LGSETA's mandate in the context of constraints of the resources at the disposal of the LGSETA
- Building the correct ICT infrastructure which will allow the LGSETA to grow in future

1.5.5 ROLE OF THE BOARD

The Board's role was discussed at length. To enable the LGSETA 'system' to function, the Board must operate with collective fiduciary responsibility. Board members were urged to see their role not as individuals representing particular stakeholders, but as a coherent fiduciary entity. The Board emphasised its monitoring and oversight role, as well as accepted that it should not micro manage but should work through the CEO. An agreement was reached that the Board would not engage with staff directly.

The Board was also urged to allow the LGSETA administration to grow and develop as it implements Board policies, strategies and decisions. It was also emphasised that the Board must lead and should drive the political changes.

1.5.6 MONITORING AND EVALUATION FUNCTION

Developing the monitoring and evaluation function will address several issues raised in the strategic session. Currently there are insufficient personnel in this part of the organisation.

Monitoring needs to be done at both municipal and provincial level and longitudinal studies are necessary to evaluate the organisation's impact. Tools are necessary to ensure effective reporting. Criteria need to be established for evaluating requests for funding. These need to be in line with the strategic goals of the organisation.

1.5.7 STRATEGIC PARTNERSHIPS AND SHARING

A key success area for the LGSETA would be to form strategic partnerships to advance opportunities. This could include basic issues of sharing resources to more intricate partnerships involving curriculum development, research and lobbying. Presentations from other SETAs, government departments and service providers demonstrate that much can be gained by sharing programmes. This will reduce duplication, plug gaps and increase the spread of training and skills development.

Specific relations were highlighted, such as with the Municipal Infrastructure Support Agent (MISA) who can assist in coaching and mentoring technical staff in municipalities. Other strategic partners could include the Public Service Sector Education and Training Authority (PSETA) and the Energy and Water Sector Education and Training Authority (EWSETA), which also train in the local government environment. Government departments such as Statistics South Africa (Stats SA) and the Department of Education (DOE) also provide training for local government employees in their respective areas. The coordination of curricula will ensure important alignment.

The LGSETA also needs to partner with professional bodies which will provide insight into curriculum development and registration of young professionals.

Other organisations have specialised in specific training areas such as the rural economy. The LGSETA should partner with them to develop courses geared towards addressing skills in these areas.

1.5.8 SKILLS DEVELOPMENT FOR CREATING DEVELOPMENTAL LOCAL GOVERNMENT

There was a strong feeling among Board members that the LGSETA could do a lot more, and do things differently to accurately respond to supporting the growth of developmental local government. The LGSETA must become more developmental in its approach, the type of training it undertakes and who it focusses on. This will impact on the way in which the discretionary grant is used and how it is apportioned. The Board was reminded that creating a developmental government was part of the mandate of LGSETA and is not something it can dismiss. It was also recognised that the LGSETA is not the panacea of all the skills challenges facing the sector. It was made clear that the LGSETA cannot possibly face all the skills gaps in the market on its own and that partnerships are necessary to drive skills development in the Sector.

1.6 ORGANISATIONAL ENVIRONMENT

In September 2015, the LGSETA was removed from special governance, namely administration. A new Board of Directors was appointed by the Minister of Higher Education and Training. A new Chief Executive Officer was also appointed.

All executive positions have now been filled (August 2016). Previously outsourced functions have been insourced and talent was recruited to lead these functions. The organisation is in engagement with PSETA and the National School of Government with intentions of having the executive management and middle management undergoing relevant development programmes. In addition to this, other programmes will be sought to enhance the capacity of staff at all levels.   A Performance Management System is being implemented to monitor performance within the LGSETA at organisational, divisional and individual level. The systems are still new and must be reviewed regularly.

In addition to a national office, the LGSETA has the following provincial offices tasked with implementing the programmes of the LGSETA: Western Cape (Cape Town), Eastern Cape (East London), Northern Cape and Free State (Bloemfontein), Gauteng and North West (Johannesburg), Limpopo and Mpumalanga (Pretoria), as well as KwaZulu-Natal (Durban). To further support greater delivery on the mandate, the LGSETA has established satellite offices in Mopani TVET College (Phalaborwa), Umfolozi TVET College (Richards Bay) and King Sabata Dalindyebo TVET

College (Umtata) as part of increasing the SETA's visibility and footprint in the rural area. To complete its presence in all provinces, the LGSETA is in the process of establishing three additional offices in Polokwane, Kimberley and Klerksdorp, and later moving the Pretoria office to the Mpumalanga Province.

The Information and Communication Technology infrastructure has been upgraded with a vast improvement in communication between provincial offices, municipalities and the head office. This milestone gives rise to an opportunity for the LGSETA to decentralise some of its functions to the provincial offices. Other ICT applications to support LGSETA in delivering on its mandate can now be implemented.

To address the poor stakeholder relationship management alluded to in the previous update, an Integrated Communication and Marketing Strategy, that includes the Stakeholder Management Plan, has been developed and approved by the Board. As part of its implementation, a Business Cycle has also been developed. This gives guidance to the organisation on how it communicates and interacts with its stakeholders with specific events organised and planned with various stakeholders throughout the year.

An Annual General Meeting will now be preceded by nine provincial conferences which are designed to ensure that there is alignment between the LGSETA and its provincial stakeholders. These provincial conferences also play a role in positioning the work of the LGSETA and to give further inputs to the organisation. The LGSETA also continues to build capacity and strengthens its stakeholder engagement capability as it firmly believes that together with stakeholders it can contribute to radical economic transformation that is desperately needed by the communities it serves.

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

There is no legislation reviewed during the year under review.

3. LGSETA BOARD'S STRATEGIC FOCUS AREAS

The LGSETA Board proposed a framework on how it will influence and positively impact the LGSETA's work through implementing medium and long-term strategic initiatives, aimed at contributing to professionalise the local government sector through skills development. In addition, this proposed framework covers the short-term period (2016/17 financial year), the medium period (2017/18 financial year), as well as the long-term period which is the 2018/2019 financial year. Given the SETA landscape process, these focus areas have taken a conservative view and limited the focus areas to the two-year period (up to March 2018). These priority areas become the LGSETA's strategy focus areas for a period of two years in facilitating skills development in the local government sector. The LGSETA's strategic areas are:

A) COUNCILLOR DEVELOPMENT PROGRAMME

Due to the local government elections, this sector has newly elected councillors who assumed their duties and responsibilities in the latter part of August 2016. It is for this reason that the LGSETA has set aside funding for the Councillor Induction Programme (CIP), which includes traditional leaders. SALGA implemented this programme on behalf of the sector. This year, a skills audit will be done, so that appropriate training interventions can be designed for all municipalities. It is therefore anticipated that most programmes will only take place once the skills audits have been completed at the councillor/traditional level. Councillor Training will become a multi-year programme of the LGSETA. It is the view of the LGSETA that a five-year programme for these councillors needs to be put in place. This will allow them to complete some sort of formal qualification.

B) TRADITIONAL LEADERSHIP PROGRAMME

In relation to the Traditional Leadership Programme, the LGSETA will provide capacity building programmes and initiatives for traditional leaders. The Department of Traditional Affairs, together with the LGSETA will roll out this programme to all nine provinces. In addition, the rolling out of the Traditional Leadership Programme will include the induction of the Executive of Traditional Leaders, which focuses on the CIP initiative; assistance and support in the reconstitution of the traditional leader election process; as well as capacity building after the election process in terms of the leadership role in the 21st century.

C) MANAGEMENT CAPACITY PROGRAMME

The National Development Plan 2030 and the Medium-term Strategic Framework of Skills Development and Local Government outline that the local government sector should be professionalised through vigorous skills development approaches which include both long-term training and medium-term professional occupations. In response to the National Development Plan 2030 requirements, the LGSETA has prioritised building skills and professionalising the managerial echelon in the local government sphere through providing long-term training to enhance service delivery and optimise performance at local level. The LGSETA will roll out these initiatives, focusing on the following:

- A systematic approach on the alignment between the Skills Audit/Gap Skills system and Workplace Skills Plans system
- Funding initiatives to support the implementation of the Integrated Urban Development Framework (IUDF)
- Assessment of the Management Capability and Competency Programme – with specific focus on the Municipal Finance division, Infrastructure/Technical division in a Municipality and Municipal/City Manager divisions of municipalities.

D) UNION LEADERSHIP PROGRAMME

In relation to the organised labour leadership programme, the LGSETA will provide capacity building programmes and initiatives to the union within the local government sector, which are SAMWU and IMATU. The approach for the delivery of this strategic focus area includes the following:

- Training of union leadership and shop stewards for IMATU and SAMWU – Training of leadership of organised labour is aimed at strengthening participation and involvement in skills development processes at municipal level
- Training of the members of the unions in the local government sector through Recognition of Prior Learning (RPL) – the aim of this programme is to ensure that the gap between formal education and experience is reduced in the local government sector and to enable members of the union to have access to higher positions in municipalities.

E) INFORMATION AND DATA SYSTEMS

One of the challenges that the LGSETA experiences, is the inability to have a system that tracks and traces leaners who participated in learning interventions in the Sector, as well as in the LGSETA-funded programmes to enable the LGSETA to extract labour market data for skills demand and supply for the sector. Based on these challenges, the LGSETA finds it critical to establish an electronic data base system that will manage data and provide research repository. This system will enhance the LGSETA's operational processes. This project will be implemented in consultation with the sector.

F) UNIQUE STRATEGIC INITIATIVES (SPECIAL PROJECTS)

Unique strategic initiatives (otherwise known as special projects) will be developed, based on different and critical areas where the LGSETA might respond to the demands and needs of the sector. In identifying the initiatives and interventions for this focus area, the LGSETA has reviewed research outputs and sector skills plan priorities that indicate challenges facing the sector in relation to skills development. An analysis on provincial economic sectors and Provincial Growth Development Strategy was reviewed for all nine provinces to identify the interventions for specific municipalities and regions. Because of the various interventions with stakeholders and service providers, several possible areas have been highlighted to focus on. These include:

- Developing a clear focus on the LGSETA's work in the rural and township economy.
- Strategic partnerships to be forged to develop new qualifications in line with the changes in the sector. Up to now, the LGSETA has been lagging in this area.
- The need to contextualise NGOs/CBOs and SMMEs in the local government system.
- A specific programme to deal with mentorship and coaching in certain technical programmes. This will cut across all municipal functions.
- A specific placement programme assisting the youth to fulfil their workplace exposure to complete their qualifications.
- A special capacity programme for municipalities in transition because of new boundaries or economic downturn, resulting in major job losses.

4. OVERVIEW OF 2017/18 BUDGET AND MTEF ESTIMATES

The LGSETA 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 LGSETA initiates skills development projects and learning interventions, aimed at the improvement and development of South African human resources. The LGSETA 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, as well as the Minister of Higher Education and Training.

A) EXPENDITURE ESTIMATES

There were no significant regulatory changes during 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.

B) RECONCILING PERFORMANCE TARGETS WITH BUDGET AND MTEF

Table 4: Reconciling performance targets with budget and MTEF

R THOUSAND	AUDITED OUTCOMES			APPROVED BUDGET	FINAL BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2013/2014	2014/2015	2015/16	2016/17	2016/17	2017/18	2018/19	2019/20
Total Revenue	**447 263**	**513 338**	**558 193**	**533 344**	**560 110**	**600 055**	**659 592**	**693 796**
Administration levy income (10.5%)	50 243	61 849	66 812	73 034	69 000	75 030	83 490	88 223
Mandatory grant levy income (20%)	128 525	119 142	127 813	132 463	132 463	142 914	160 280	169 256
Discretionary grant levy income (49.5%)	238 698	290 410	314 475	327 847	327 847	353 711	389 082	411 235
Penalties and interest	7 549	10 529	14 419	-	5 000	5 400	5 940	6 277
Other income	61	301	858	-	800	500	550	581
Investment income	22 187	31 107	33 816	-	25 000	22 500	20 250	18 225
Total expenses	**322 923**	**622 530**	**507 830**	**529 840**	**560 110**	**600 055**	**659 591**	**693 796**
Administration expenses	71 977	78 754	77 281	69 530	69 000	75 030	83 490	88 223
Compensation of employees	25 737	25 850	32 219	36 164	22 134	34 000	36 700	39 284
Goods and services	46 240	52 904	45 062	33 366	46 866	41 030	46 790	48 939
Operating lease buildings	3 417	4 745	5 842	7 361	10 000	9 000	9 720	10 498
Maintenance and repairs	870	284	166	168	400	440	484	511
Communication and Marketing	6 015	4 530	2 627	1 854	3 000	3 300	3 630	3 836
Conferences, workshops and catering	3 631	2 304	1 754	1 476	1 500	1 650	1 816	1 920
Consultancy and service providers	8 569	15 911	9 348	4 161	4 500	1 000	1 100	1 162
Legal fees	3 265	3 815	977	822	820	1 000	1 100	1 162
Travel and subsistence	6 614	5 417	6 649	4 713	6 000	4 000	4 400	4 649
Staff training	-	45	131	305	800	848	933	986
Governance costs	99	405	399	326	500	1 500	1 650	1 744
QCTO Expense	709	1 173	1 656	2 646	2 646	3 000	3 300	3 487
Printing	982	1 799	1 713	1 442	1 000	1 100	1 500	1 700
Telephones and Internet	1 016	1 195	1 725	1 451	2 000	2 200	2 420	2 557
External audit fees	4 005	4 256	5 357	2 855	5 000	5 100	5 000	4 500
Internal audit fees	563	1 025	1 936	2 129	1 000	1 100	1 210	1 279
Other expenses, including asset purchases (CAPEX)	6 485	6 000	4 782		5 000	3 000	5 456	5 703
General expenses	-	-	-	1 657	2 700	2 792	3 071	3 245
Mandatory Grants	96 365	107 390	112 814	132 463	132 463	142 914	160 280	169 256
Discretionary Grants	154 581	436 386	317 735	327 847	358 647	382 111	415 822	436 317
Direct charges against the National Revenue / Skills Fund	-	267 546	-	-	-	-	-	-
FET College Infrastructure	80 867	-	-	-	-	-	-	-
Discretionary Grants	73 714	168 840	317 735	327 847	331 749	348 466	379 672	397 762
Other Projects' administrative costs	-	-	-	-	9 800	10 388	11 011	11 672
Project employee costs	-	-	-	-	17 098	23 258	25 138	26 883

I) DISCRETIONARY GRANTS

The budgeted value of discretionally grant approvals for the 2017/18 financial year is R348m, 30% of which is being ringed-fenced for projects of the LGSETA Board's strategic focus areas. These projects are nationally driven interventions, where the LGSETA, at its discretion, has identified strategic skills gaps (critical or scarce) in the sector and decided where to implement the required skills. These projects cater for special needs, such as people with disabilities, rural and township economy projects and projects of interest to the LGSETA's stakeholders.

II) MANDATORY GRANTS

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

III) ADMINISTRATION EXPENDITURE

The New Skills Development Regulations limit the administration costs of SETA to 10.5% of levies received. The administration costs of the SETA are therefore limited to the projected levy income of R75m for 2017/18.

The following key assumptions have been considered in budgeting for the 2017/18 financial year:

- The total salary cost of the LGSETA is expected to grow to R57m in 2017/18 and this considers the general salary increment, as well as the annualised cost for the vacancies that were filled during the 2016/17 financial year. It is important to note that the salary costs of the LGSETA are funded under the administrative budget, as well as the discretionary grant expenditure item.

- Other expenses have been increased year-on-year at an inflation rate of 6.5%, take into account the general growth of expenditure by 3.5%, due to the opening of three provincial offices.

- Consulting costs are expected to decline by 77%. This is due to cost cutting measures by the organisation that were preceded by the building of internal capacity during the 2016/17 financial year.

- Further cost cutting measures will be implemented on the travelling costs of the LGSETA over the medium-term.

- External audit fees will be agreed with the AGSA and the management team will continue to ensure that the audit process is efficient, with a view of reducing the overall audit fee. Included in our strategic goals are targets to resolve a significant number of reported audit findings to justify the reduction of fees.

C) REVENUE

Total revenue for the 2017/18 financial year amounts to R600m and is broken down as follows:

R THOUSAND	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2013/2014	2014/2015	2015/16
Total Revenue	**600 055**	**659 592**	**693 796**
Administration levy income (10.5%)	75 030	83 490	88 223
Mandatory grant levy income (20%)	142 914	160 280	169 256
Discretionary grant levy income (49.5%)	353 711	389 082	411 235
Penalties and interest	5 400	5 940	6 277
Other income	500	550	581
Investment income	22 500	20 250	18 225

I) LEVY INCOME

Levy income is budgeted to grow at 8% per annum and is based on the growth forecast of the total cost of employment in the local government sector.

II) INVESTMENT INCOME

The LGSETA generates its investment income from short-term investments, as well as highly liquid investments which are held with registered banking institutions with maturities of three to 12 months, subject to an insignificant risk of change in value. The investment income for the 2017/18 financial year is expected to be R22.5m and this represents a decrease of 10% when compared to the budget estimate of R25m for the 2016/17 financial year. The decrease in interest income reflects the LGSETA's strategic goal to reduce cash reserves to ensure that we accelerate the delivery of training interventions and programmes during the financial year.

D) RECONCILING PERFORMANCE TARGETS WITH BUDGET AND MTEF

PROGRAMMES R THOUSAND	AUDITED OUTCOMES			APPROVED BUDGET	FINAL BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATE		
	2013/2014	2014/2015	2015/16	2016/17	2016/17	2017/18	2018/19	2019/20
Programme 1: Administration	71 977	78 754	77 281	69 530	67 666	75 030	83 490	88 223
Programme 2: Skills Planning	103 358	111 174	134 946	140 966	150 263	162 138	181 042	191 679
Programme 3: Learning Programmes	147 438	431 463	293 046	297 344	336 039	356 254	387 896	406 158
Programme 4: Quality Assurance	150	1 139	2 557	22 000	6 142	6 633	7 164	7 737
Subtotal	**322 923**	**622 530**	**507 829**	**529 840**	**560 110**	**600 055**	**659 592**	**693 796**

CONCLUSION

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

PROGRAMMES

5. The LGSETA's Budget 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 LGSETA.

The LGSETA has four budget-related programmes, namely:

- Programme 1: Administration
- Programme 2: Skills Planning
- Programme 3: Learning Programmes
- Programme 4: Quality Assurance

ALIGNMENT BETWEEN STRATEGIC GOALS, STRATEGIC OBJECTIVES AND LGSETA PROGRAMMES

The LGSETA strategic goals were developed in line with the mandate of the SETA, National Skills Development Strategy III, National Development Plan 2030 and relevant legislation that govern the work of the LGSETA. The Strategic objectives are aligned with the strategic goals, as well as the LGSETA programmes. The following table illustrates the linkage of the Strategic Goals with the Strategic Objectives of the LGSETA.

Table 5: Linkage of the strategic goals with strategic objectives

STRATEGIC GOALS	STRATEGIC OBJECTIVES	LGSETA PROGRAMMES
Goal 1: Create a skilled and capacitated local government sector that performs	• To increase access of occupational-directed learning intervention programmes in the local government sector • To strengthen Municipal Council's oversight capacity for effective monitoring and decision-making in the local government sector • To develop occupational qualifications, build quality skills development and ensure certification of learners for the local government SETA	Programme 3: Learning Programmes Programme 4: Quality Assurance
Goal 2: Strengthen the governance systems within the local government sector for effective service delivery	To strengthen Municipal Council's oversight capacity for effective monitoring and decision-making in the local government sector	Programme 3: Learning Programmes
Goal 3: Strengthen the capability of the LGSETA to provide effective leadership and deliver on its mandate	To implement efficient, effective and transparent administration and governance in the LGSETA	Programme 1: Administration
Goal 4: Build an integrated skills development planning system that is responsive to current and future local government needs	• To conduct responsive and credible research on skills development to inform policy development and development of qualifications for the local government sector • To establish credible institutional mechanisms for skills planning and encourage better use of workplace-based skills development in the local government sector • To improve performance monitoring of projects, programmes and quality, thereby improving skills development delivery in the local government sector	Programme 3: Skills Planning
Goal 5: Facilitate strong stakeholder relations to drive the local government skills revolution	To implement efficient, effective and transparent administration and governance in the LGSETA	Programme 1: Administration

5.1 PROGRAMME 1: ADMINISTRATION

Purpose

The purpose of the Administration Programme is to provide administrative support services and enable the LGSETA to deliver on its mandate and ensure compliance with all governance imperatives.

5.1.1 STRATEGIC OBJECTIVE: TO IMPLEMENT EFFICIENT, EFFECTIVE AND TRANSPARENT ADMINISTRATION AND GOVERNANCE IN THE LGSETA

Annual targets for 2017/18

PROGRAMME	PERFORMANCE INDICATORS		ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Create an accountable, effective and efficient administration that is responsive to the training needs of the LGSETA	1.1	Percentage of vacant funded positions filled within the LGSETA	-	-	-	-	90%	95%	100%
	1.2	100% compliance with the implementation of performance management policy	-	-	-	-	100%	100%	100%
	1.3	Number of external stakeholder newsletters published to enhance stakeholders' relations and create awareness of the LGSETA's services	-	-	-	4	4	4	4
	1.4	Number of external stakeholder sessions held by the LGSETA to enhance stakeholder relations and create awareness of the LGSETA's services	-	-	-	45	45	45	45
	1.5	Number of internal newsletters published to communicate with the LGSETA staff	-	-	-	4	4	4	4
	1.6	Number of career guidance text books distributed to learners with information pertaining to local government occupations	5 725	18 000	20 000	22 000	24 000	30 000	34 000
	1.7	Percentage of approved LGSETA ICT policies and plans	-	-	-	100%	100%	100%	100%
	1.8	Percentage of IT projects and initiatives successfully implemented and delivered	-	-	-	-	80%	85%	95%
	1.9	Number of workflow solutions implemented to improve the integration between units in the LGSETA	-	-	-	-	2	2	2

PROGRAMME	PERFORMANCE INDICATORS		ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Build sound and sustainable financial management systems, in line with the provisions of the PFMA	1.10	Unqualified audit opinion at the end of the external audit by the Auditor-General	Qualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Clean Audit	Clean Audit
	1.11	Percentage of audit (internal and external) findings resolved, based on findings of prior financial year	-	-	-	-	90%	95%	100%
	1.12	Percentage reduction of the value of cash reserve at the beginning of the financial year to measure overall progress of the LGSETA's projects	-	-	-	-	10%	10%	10%
Improve the LGSETA's Board functioning and strategic outreach to key stakeholders at all three spheres of government to enhance the capacity of the LGSETA	1.13	Number of Board engagement sessions held with national departments and municipal leadership on strategic issues for the LGSETA	-	-	-	-	7	7	7
	1.14	Number of Board Governance workshops conducted in relation to the Board's fiduciary duties and responsibilities	-	-	-	-	2	2	2

Quarterly targets for 2017/18

PROGRAMME	PERFORMANCE INDICATORS		REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
					1st	2nd	3rd	4th
Create an accountable, effective and efficient administration that is responsive to the training needs of the LGSETA	1.1	Percentage of vacant funded positions filled within the LGSETA	Annually	90%	-	-	-	90%
	1.2	100% compliance with the implementation of performance management policy	Quarterly	100%	100%	100%	100%	100%
	1.3	Number of external stakeholder newsletters published to enhance stakeholder relations and create awareness of the LGSETA's services	Quarterly	4	1	1	1	1
	1.4	Number of external stakeholder sessions held by the LGSETA to enhance stakeholder relations and create awareness of the LGSETA's services	Quarterly	45	9	13	14	9
	1.5	Number of internal newsletters published to communicate with the LGSETA staff	Annually	4	1	1	1	1
	1.6	Number of career guidance text books distributed to learners with information pertaining to local government occupations	Quarterly	24 000	6 000	6 000	6 000	6 000
	1.7	Percentage of approved LGSETA ICT policies and plans	Quarterly	100%	100%	100%	100%	100%

PROGRAMME	PERFORMANCE INDICATORS		REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
					1st	2nd	3rd	4th
	1.8	Percentage of IT projects and initiatives successfully implemented and delivered	Annually	90%	-	-	-	90%
	1.9	Number of workflow solutions implemented to improve the integration between units in the LGSETA	Annually	2	-	-	-	2
	1.10	Unqualified audit opinion at the end of the external audit by the Auditor-General	Annually	Unqualified audit	-	Unqualified audit	-	-
	1.11	Percentage of audit (internal and external) findings resolved, based on findings of the prior financial year	Annually	80%	-	-	-	-
	1.12	Percentage reduction in the value of cash reserve at the beginning of the financial year to measure overall progress of the LGSETA's projects	Annually	10%	-	-	-	10%
	1.13	Number of Board engagement sessions held with national departments and municipal leadership on the LGSETA's strategic issues	Quarterly	7	2	2	1	2
	1.14	Number of Board Governance workshops conducted in relation to the Board's fiduciary duties and responsibilities	Quarterly	2	-	1	-	1

5.2 PROGRAMME 2: SKILLS PLANNING

Purpose

To ensure that the LGSETA has relevant, up to date information and analyses to allow it to perform the strategic skills planning function for the sector, and to maximise participation by employers into skills development. To manage project implementation, monitor and report on programmes, projects and the quality of the provision of learning intervention, thereby ensuring that the local government sector delivers on its mandate.

The programmes consist of the following functions:

1. Research
2. Strategy and Sector Skills Planning
3. Performance Monitoring and Evaluation

5.2.1 STRATEGIC OBJECTIVE: TO CONDUCT A RESPONSIVE AND CREDIBLE RESEARCH ON SKILLS DEVELOPMENT TO INFORM POLICY DEVELOPMENT, DEVELOPMENT OF QUALIFICATIONS AND LEARNING INTERVENTION IN THE LOCAL GOVERNMENT SECTOR

Annual targets for 2017/18

PROGRAMME	PERFORMANCE INDICATORS		ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
To conduct responsive and credible research that informs skills planning, qualification development and learning intervention development for the local government sector	2.1	Number of research projects on skills development needs conducted in the local government sector	4	5	12	10	10	10	10
	2.2	Number of research seminars held to communicate research findings with stakeholders	-	-	-	-	4	4	4
To establish a research repository for data management and storage, and communicate about market information to inform skills planning within the local government sector	2.3	Number of research papers published by the LGSETA	-	-	-	-	5	5	5
	2.4	A research repository established to enhance accessibility of research information by the LGSETA	-	-	-	-	1	-	-

Quarterly targets for 2017/18

PROGRAMME	PERFORMANCE INDICATORS		REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
					1st	2nd	3rd	4th
To conduct responsive and credible research that informs skills planning, qualification development and learning intervention development for the local government sector	2.1	Number of Research projects on skills development needs conducted in the local government sector	Annual	10	-	-	-	10
	2.2	Number of research seminars held to communicate research findings with stakeholders	Quarterly	4	1	1	1	1
	2.3	Number of research papers published by the LGSETA	Quarterly	5	-	1	2	2
	2.4	A research repository established to enhance accessibility of research information by the LGSETA	Annual					

5.2.2 STRATEGIC OBJECTIVE: TO ESTABLISH A CREDIBLE INSTITUTIONAL MECHANISM FOR SKILLS PLANNING AND ENCOURAGE BETTER USE OF WORKPLACE-BASED SKILLS DEVELOPMENT FOR THE LOCAL GOVERNMENT SECTOR

Annual targets for 2017/18

PROGRAMME	PERFORMANCE INDICATORS		ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
To strengthen skills planning through the development and implementation of Workplace Skills Plans and Annual Training Reports in the local government sector	2.5	Percentage of Workplace Skills Plans and Annual Training Reports submitted by municipalities and municipal/traditional entities for skills planning	94%	100%	96%	100%	100%	100%	100%
	2.6	Number of SDFs trained to improve skills development in the local government sector	26	200	220	257	257	257	257
	2.7	Number of provincial skills development forums held to improve skills development in the local government sector	32	36	36	36	36	36	36
To establish a standardised local government text book for occupations to support skills planning in the sector	2.8	A local government hand book for occupations and skills planning developed	-	-	-	-	1	1	1

Quarterly targets for 2017/18

PROGRAMME	PERFORMANCE INDICATORS		REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
					1st	2nd	3rd	4th
To strengthen skills planning through the development and implementation of Workplace Skills Plans and Annual Training Reports in the local government sector	2.5	Number of Workplace Skills Plans and Annual Training Reports submitted by municipalities and municipal/traditional entities for skills planning	Annual	100%	100%	-	-	-
	2.6	Number of SDFs trained to improve skills development in the local government sector	Quarterly	257	-	-	-	257
	2.7	Number of provincial skills development forums held to improve skills development in the local government sector	Quarterly	36	9	9	9	9
To establish a standardised local government text book for occupations to support skills planning in the sector	2.8	A local government hand book for occupations and skills planning developed	Annual	1	-	-	1	-

5.2.3 STRATEGIC OBJECTIVE: TO IMPROVE PERFORMANCE MONITORING OF PROJECTS, PROGRAMMES AND THEIR QUALITY, THEREBY IMPROVING THE DELIVERY OF SKILLS DEVELOPMENT IN THE LOCAL GOVERNMENT SECTOR

Annual targets for 2017/18

PROGRAMME		PERFORMANCE INDICATORS	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
To establish Monitoring and Evaluation frameworks and systems for programmes and projects of the LGSETA and conduct policy evaluations to assess the impact of the LGSETA programmes, thereby ensuring delivery of the learning interventions	2.9	Monitoring and Evaluation Frameworks, that determine monitoring and reporting in the LGSETA, approved	-	-	-	-	1	-	-
	2.10 A	Monitoring and Evaluation System for projects and programmes for the LGSETA developed	-	-	-	-	1	-	-
	2.11	A monthly performance report, to determine progress on the predetermined objectives, compiled	-	-	-	12	12	12	12
	2.12	Quarterly performance reviews, to determine progress on the predetermined objectives, held	-	-	-	3	3	3	3
	2.13	Number of Monitoring and Evaluation visits on projects and/ or programmes of the LGSETA conducted	121	556	556	556	514	514	514
	2.14	Number of Impact Evaluations on the LGSETA skills development programmes completed	-	-	-	-	2	2	2

Quarterly targets for 2017/18

PROGRAMME		PERFORMANCE INDICATORS	REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
					1st	2nd	3rd	4th
To establish Monitoring and Evaluation frameworks and systems for programmes and projects of the LGSETA and conduct policy evaluations to assess the impact of the LGSETA programmes, thereby ensuring delivery of the learning interventions	2.9	Monitoring and Evaluation Frameworks, that determine monitoring and reporting in the LGSETA, approved	Annual	1	-	1	-	-
	2.10	A Monitoring and Evaluation System for projects and programmes for the LGSETA developed	Annual	1	-	-	1	-
	2.11	Monthly performance reports, to determine progress on the predetermined objectives, compiled	Quarterly	12	3	3	3	3
	2.12	Quarterly performance reviews, to determine progress on the predetermined objectives, held	Quarterly	4	1	1	1	1
	2.13	Number of Monitoring and Evaluation visits on projects and or programmes of the LGSETA conducted	Quarterly	514	-	180	180	154
	2.14	Number of Impact Evaluations on the LGSETA skills development programmes completed	Annual	2	-	-	-	2

5.3 PROGRAMME 3: 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 and Co-ordination
3. Provincial Operations
4. Project Management

5.3.1 STRATEGIC OBJECTIVE: TO INCREASE ACCESS TO OCCUPATIONAL-DIRECTED LEARNING INTERVENTION PROGRAMMES IN THE LOCAL GOVERNMENT SECTOR

Annual targets for 2017/18

PROGRAMME		PERFORMANCE INDICATORS	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Increase the number of employed learners entering skills development programmes per annum	3.1	5 000 employees entered learnerships per annum	2 872	4 000	1 881	5 000	5 500	6 050	6 655
	3.2	6 000 employees entered skills programmes	2 470	5 500	7 122	6 000	6 500	7 000	7 500
	3.3	250 employees awarded bursaries	30	150	170	250	300	330	360
	3.4	450 employees entered candidacy	-	300	282	450	450	450	495
	3.5	400 employees entered apprenticeship programmes	16	300	250	400	440	490	540
	3.6	1 100 employees RPL'd against a qualification	-	-	239	1 100	1 210	1 330	1 465
	3.7	3 000 employees entered AET programmes	1 552	1 900	1 775	3 000	3 300	3 630	3 990
	3.8	20 TVET lectures developed.	-	15	15	20	25	30	35
Increase the number of employed learners completing skills development programmes per annum	3.9	2 750 employees completed learnerships per annum	796	2 000	611	2 750	3 000	3 300	3 900
	3.10	4 950 employees completed skills programmes per annum	295	4 000	2749	4 950	5 500	6 000	6 600
	3.11	250 employees awarded bursaries, graduated	30	150	170	250	300	330	360
	3.12	3 000 employees completed AET programmes	-	950	772	3 000	3 300	3 600	4 200

PROGRAMME	PERFORMANCE INDICATORS		ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Increase the number of unemployed learners entering skills development programmes per annum	3.13	3 900 unemployed learners entered learnerships per annum	2 872	4 000	32 54	3 900	4 290	4 720	5 190
	3.14	3 360 unemployed learners entered skills programmes	3 614	4 000	2 918	4 260	5 000	5 500	6 000
	3.15	240 bursaries awarded to unemployed learners	135	350	345	240	300	350	400
	3.16	200 unemployed learners entered for candidacy	-	300	282	350	350	-	300
	3.17	650 unemployed learners entered for internships	350	400	400	650	700	750	800
	3.18	1000 unemployed learners entered for work integrated learning	400	3 600	1 731	1 500	2 000	2 500	3 000
	3.19	150 unemployed learners entered apprenticeships	226	700	350	400	450	500	550
	3.20	20 NGOs supported on skills development programmes	16	15	21	20	25	30	35
	3.21	15 CBOs supported on skills development programmes	16	15	0	15	20	25	30
	3.22	20 cooperatives supported on skills development programmes	-	-	22	30	35	40	45
	3.23	20 SMMEs supported on skills development programmes	29	15	20	20	25	30	35
	3.24	15 NLPEs supported on skills development programmes	10	10	15	15	20	25	30
	3.25	Two trade unions suported on skills development programmes	-	-	-	2	2	2	2
	3.26	Five rural projects supported on skills development programmes	-	-	-	5	5	5	5
Increase the number of unemployed learners completing skills development programmes per annum	3.27	2 800 unemployed completed learnerships per annum	796	2 000	516	2 800	3 300	3 600	4 200
	3.28	3 800 unemployed completed skills programmes per annum	295	4 000	1 555	3 800	4 200	4 800	5 200
	3.29	780 unemployed awarded bursaries, graduated	135	250	345	780	400	450	500
	3.30	350 unemployed completed internships	-	-	80	350	400	450	500

Quarterly targets for 2017/18

PROGRAMME	PERFORMANCE INDICATORS		REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
					1st	2nd	3rd	4th
Increase the number of employed learners entering skills development programmes per annum	3.1	5000 employees entered learnerships per annum	Quarterly	5 000	625	625	1 875	1 875
	3.2	6 000 employees entered skills programmes	Quarterly	6 000	750	750	2 250	2 250
	3.3	250 employees awarded bursaries	Quarterly	250	250	-	-	-
	3.4	450 employees entered candidacy	Quarterly	450	-	-	-	450
	3.5	400 employees entered apprenticeship programmes	Quarterly	400	-	100	300	-
	3.6	1 100 employees RPL'd against a qualification	Quarterly	1 100	140	140	410	410
	3.7	3 000 employees entered AET programmes.	Quarterly	3 000	-	-	-	3 000
	3.8	20 TVET lectures developed	Quarterly	20	-	-	20	-
Increase the number of employed learners completing skills development programmes per annum	3.9	2 750 employees completed learnerships per annum	Quarterly	2 750	-	-	1 375	1 375
	3.10	4 950 employees completed skills programmes per annum	Quarterly	4 950	-	1 650	1 650	1 650
	3.11	250 employees awarded bursaries, graduated	Quarterly	250	-	-	-	250
	3.12	3 000 employees completed AET programmes	Quarterly	3 000	-	-	1 500	1 500
Increase the number of unemployed learners entering for skills development programmes per annum	3.13	3 900 unemployed learners entered learnerships per annum	Quarterly	3 900	975	975	975	975
	3.14	3 360 unemployed learners entered skills programmes	Quarterly	3 360	840	840	840	840
	3.15	240 bursaries awarded to unemployed	Quarterly	240	240	-	-	-
	3.16	200 unemployed entered for candidacy	Quarterly	200	-	-	200	-
	3.17	650 unemployed entered internships	Quarterly	650	-	-	325	325
	3.18	1000 unemployed entered work-integrated learning	Quarterly	1 000	-	-	500	500
	3.19 1	50 unemployed entered for apprenticeships	Quarterly	150	-	-	150	
	3.20	20 NGOs supported onskills development programmes		-				
	3.21	15 CBOs supported onskills development programmes	Quarterly	20	-	-	10	10
	3.22	20 Cooperatives supported on skills development programes	Quarterly	15	-	-	7	8
	3.23	20 SMMEs supported on skills development programmes	Quarterly	20	-	-	10	10
	3.24	15 NLPEs supported on skills development programmes	Quarterly	20	-	-	10	10
	3.25	Two trade unions suported on skills development programmes	Quarterly	15	-	-	10	5-
	3.26	Five rural projects supported on skills development programmes	Quarterly	2	2	-	-	-

PROGRAMME	PERFORMANCE INDICATORS		REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
					1st	2nd	3rd	4th
Increase the number of unemployed learners completing skills development programmes per annum	3.27	2 800 unemployed completed learnerships per annum	Quarterly	2 800	350	350	1 050	1 050
	3.28	3 800 unemployed completed skills programmes per annum	Quarterly	3 800	475	475	1 425	1425
	3.29	780 unemployed awarded bursaries, graduated	Quarterly	780	-	-	780	-
	3.30	350 unemployed complete internships	Quarterly	350	-	-	175	175
	3.31	350 Unemployed complete Internships	Quarterly	350	-	-	175	175

5.3.2 STRATEGIC OBJECTIVE: TO STRENGTHEN MUNICIPAL COUNCILS' OVERSIGHT CAPACITY FOR EFFECTIVE MONITORING AND DECISION-MAKING AT LOCAL GOVERNMENT SECTOR

Annual targets for 2017/18

PROGRAMME	PERFORMANCE INDICATORS		ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
To strengthen capacity of municipal oversight and standing committees through capacity-building programmes and initiatives to ensure effectiveness in municipal governance and decision-making structures at local level	3.32	257 Municipal Council committees trained on skills development programmes by the LGSETA	-	-	-	-	257	257	257

Quarterly targets for 2017/18

PROGRAMME	PERFORMANCE INDICATORS		REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
					1st	2nd	3rd	4th
To strengthen capacity of municipal oversight and standing committees through capacity building programmes and initiatives, to ensure effectiveness in municipal governance and decision-making structures at local level	3.33	257 Municipal Council committees trained on skills development programmes by the LGSETA	Annual	257	-	-	-	257

5.4 PROGRAMME 4: 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

1.4 Recognition of prior learning

5.4.1 STRATEGIC OBJECTIVE 5: TO DEVELOP OCCUPATIONAL QUALIFICATIONS, BUILD QUALITY SKILLS DEVELOPMENT AND ENSURE CERTIFICATION OF LEARNERS FOR THE LGSETA

Annual targets for 2017/18

PROGRAMME		PERFORMANCE INDICATORS	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
To develop local government occupational qualifications, issue accreditation to providers and registration of quality assurance to enhance adequate certification of learners for the LGSETA	4.1	Five occupational qualifications developed in line with sector needs and schedule 4B of Constitutions	-	-	5	5	5	6	6
	4.2	200 Skills development providers issued with new accreditation for both primary and secondary.	-	257	82	190	200	210	220
	4.3	110 Skills development providers issued with re accreditation for both primary and secondary.	--	107	190	100	110	120	130
	4.4	550 Assessors registered and re-registered	-	-	248	320	350	380	400
	4.5	120 Moderators registered and re-registered to moderate the LGSETA qualifications	-	-	98	110	120	130	140
	4.6	17 000 Learners endorsed against unit standards	-	37 639	8 771	15 000	17 000	19 000	2 0000
	4.7	2 400 Learners certified against full qualifications	-	2 012	3 309	2 200	2 400	2 600	2 800
	4.8	Three assessment centres established for the quality of assurance of occupational qualifications	-	-	0	2	3	4	4
	4.9	300 RPL learners endorsed against full qualifications and / or unit standards	-	540	367	1 000	300	350	400
Foster partnership with other SETAs through signing of service level agreements for the purpose of inter-seta quality assurance	4.10	Five new inter-seta SLAs signed with relevant SETAs for certification of learners outside the LGSETA scope	-	22	5	5	5	5	5

PROGRAMME	PERFORMANCE INDICATORS		ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Monitor skills development providers and perform audits to ensure compliance against LGSETA QCTO certification criteria and requirements	4.11	250 Monitoring visits conducted on quality of delivery of learning intervention	-	223	154	230	250	280	300
	4.12	250 verification audits conducted on learner achievements	-	-	230	224	230	250	280

Quarterly targets for 2017/18

PROGRAMME	PERFORMANCE INDICATORS		REPORTING PERIOD	ANNUAL TARGET 2017/18	QUARTERLY TARGETS			
					1st	2nd	3rd	4th
To develop local government occupational qualifications, issue accreditation of providers and registration of quality assurance to enhance adequate certification of learners for the local government SETA	4.1	Five occupational qualifications developed in line with sector needs and schedule 4B of Constitutions	Quarterly	5	0	0	1	4
	4.2	200 Skills development providers issued with new accreditation for both primary and secondary.	Quarterly	200	50	50	50	50
	4.3	110 Skills development providers issued with re accreditation for both primary and secondary.	Quarterly	110	20	30	30	30
	4.4	550 Assessors registered and re-registered	Quarterly	350	87	88	88	87
	4.5	120 Moderators registered and re-registered to moderate the LGSETA qualifications	Quarterly	120	30	30	30	30
	4.6	17 000 Learners endorsed against unit standards	Quarterly	17 000	4 250	4 250	4 250	4 250
	4.7	2 400 Learners certified against full qualifications	Quarterly	2 400	600	600	600	600
	4.8	Three assessment centres established for the quality of assurance of occupational qualifications	Quarterly	3	0	1	1	1
	4.9	300 RPL learners endorsed against full qualifications and / or unit standards	Quarterly	300	75	75	75	75
Foster partnerships with other SETAs through signing of service level agreements for the purpose of inter-seta quality assurance	4.10	Five new inter-seta SLAs signed with relevant SETAs for certification of learners outside the LGSETA scope	Quarterly	5	1	1	2	1
Monitor skills development of providers and perform audits to ensure compliance against LGSETA QCTO certification criteria and requirements	4.11	250 Monitoring visits conducted on quality of delivery of learning intervention	Quarterly	250	62	63	63	62
	4.12	250 verification audits conducted on learner achievements	Quarterly	250	62	63	63	62

ANNEXURES

ANNEXURE A
SERVICE LEVEL AGREEMENT WITH THE DHET AND BUDGET FOR 2017/18

LGSETA TARGET ANALYSIS 2017/18	DHET 2017/18: TARGETS	
ETQA	**TARGET**	**BUDGET**
Number of QCTO qualifications developed per annum	5	5 000 000
Number of new accredited training providers per annum	200	1 000 000
Number of re-accredited training providers per annum	110	1 000 000
Number of assessors registered and re-registered	350	200 000
Number of moderators registered and re-registered	120	100 000
Number of new MoUs with FETs, HEIs and MTCs per annum	5	200 000
Number of monitoring visits conducted	250	-
Number of verification audits conducted	250	-
Number of RPL learners endorsed against full standard	300	7 000 000
LEARNING PROGRAMMES	**TARGET**	**BUDGET**
Large firms	8	-
Medium firms	44	-
Small, levy paying firms	205	-
Learnerships - unemployed entered	3 900	140 400 000
Bursaries - unemployed entered	780	39 000 000
Internships - unemployed entered	650	31 200 000
Skills programmes - unemployed entered	4 620	25 410 000
Learnerships - unemployed completed	2 800	-
Bursaries - unemployed received	240	-
Internships - unemployed completed	350	-
Skills programmes - unemployed completed	3 800	-
Total artisans entered	350	16 257 500
Total artisans completed	300	-
Learnerships - workers entered	5 000	90 000 000
Bursaries - workers received	250	7 500 000
Skills programmes - workers entered	6 000	30 000 000
Learnerships workers completed	2 750	-
Bursaries workers received	88	-
Skills programmes workers completed	4 950	-
Candidacy programmes entered	450	27 000 000
Candidacy programmes completed	-	-
Recognition of prior learning (RPL)	1 100	6 050 000
SETA / TVET partnerships	5	-
SETA / University partnerships	5	-
SETA / Employer partnerships	3	-
Lecturer development programmes entered	20	-

LGSETA TARGET ANALYSIS 2017/18	DHET 2017/18: TARGETS	
LEARNING PROGRAMMES (continued)	**TARGET**	**BUDGET**
Lecturer development programmes completed	12	-
AET programmes entered	3 000	15 000 000
AET programmes completed	3 000	-
Co-operatives	20	750 000
Small business support	20	750 000
NGO, CBO, NLPE and Trade Unions	52	3 500 000
Career guidance	12	-
Rural development projects	5	2 500 000
Sub-total	**48 620**	**507 717 500**
SKILLS PLANNING	**TARGET**	**BUDGET**
Workplace skills plan submission	100%	-
Research studies	12	5 000 000
Sector skills plan update	1	200 000
Research repository	1	200 000
Local government text book for occupations	9	500 000
Skills development facilitators' training	257	1 000 000
Skills development facilitators' forums	36	500 000
Monitoring and evaluation visits	556	500 000
Monitoring and evaluation Systems	12	600 000
Number of career guides distributed to learners per annum	24 000	-
Sub-total		**8 500 000**

DG GRANT TOTAL	**530 717 500**
DG Budget available, based on levies collected	348 466 000

ANNEXURE B
TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: ADMINISTRATION

1.1 PERFORMANCE INDICATOR – PERCENTAGE OF VACANT FUNDED POSITIONS FILLED WITHIN THE LGSETA

Indicator title	Percentage of the vacant funded positions filled within the LGSETA
Short definition	Recruitment of staff into the funded vacant positions for the LGSETA.
Purpose/importance	The LGSETA seeks to ensure that it has the required number of staff in the approved and funded posts in the applicable reporting period. The 90%refers to the total number of vacant funded positions to be filled in that financial year.
Source/collection of data	Employment contracts
Method of calculation	The number of filled posts, divided by the number of approved posts, multiplied by 100.
Data limitations	Staff retention and SETA licence
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Filling of all vacant positions within a reasonable time frame.
Indicator responsibility	Executive Manager: Corporate Services

1.2 PERFORMANCE INDICATOR – 100% COMPLIANCE WITH THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT POLICY

Indicator title	100% compliance with the implementation of performance management policy
Short definition	Compliance with the performance management policy during the financial year. This refers to the conclusion of performance contracts, mid-term reviews and performance assessment for all staff.
Purpose/importance	The LGSETA performance management policy seeks to standardise the management of performance information which also provides the policy context within which an organisational performance information system shall operate.
Source/collection of data	Completed and signed performance agreements, mid-term reviews and performance assessment documents – with applicable support documents.
Method of calculation	Number of signed performance agreements and/or performance assessments, divided by the total number of employees, multiplied by 100.
Data limitations	Lack of compliance system to measure 100% compliance with applicable statutes and LGSETA policies.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	100% compliance with performance management policy.
Indicator responsibility	Executive Manager: Corporate Services

Indicator title	Number of staff capacity building sessions held by the LGSETA
Short definition	Capacity building sessions refer to education and awareness programmes that the LGSETA hosts for its staff as part of its employee assistance programme.
Purpose/importance	To empower LGSETA staff through health and financial management programmes to improve employee wellbeing.
Source/collection of data	Attendance registers.
Method of calculation	Number of staff capacity building sessions held per financial year
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Increase in the delivery capability of the LGSETA staff
Indicator responsibility	Executive Manager: Corporate Services

1.3 PERFORMANCE INDICATOR – NUMBER OF STAKEHOLDER NEWSLETTERS PUBLISHED TO ENHANCE STAKEHOLDER RELATIONS AND CREATE AWARENESS OF LGSETA SERVICES

Indicator title	Number of stakeholder newsletters published to enhance stakeholder relations and create awareness of LGSETA services
Short definition	This indicator determines the number of stakeholder newsletters distributed to enhance stakeholder relations and awareness of LGSETA services.
Purpose/importance	To enhance stakeholder relations and reputation of the LGSETA by creating an awareness of various the LGSETA projects and programmes.
Source/collection of data	Quarterly stakeholder engagement report
Method of calculation	Total count of stakeholder newsletters published per financial year.
Data limitations	Lack of content and contributions to produce the stakeholder newsletter.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Four newsletters produced and distributed to stakeholders
Indicator responsibility	Executive Manager: Corporate Services

1.4 PERFORMANCE INDICATOR – NUMBER OF EXTERNAL STAKEHOLDER ENGAGEMENT SESSIONS HELD BY THE LGSETA TO ENHANCE STAKEHOLDER RELATIONS AND CREATE AWARENESS OF LGSETA SERVICES

Indicator title	**Number of external stakeholder engagement sessions held by the LGSETA to enhance stakeholder relations and create awareness of LGSETA services.**
Short definition	This indicator determines the number of stakeholder engagement sessions to inform, update and share information on the LGSETA activities and performance.
Purpose/importance	To enhance and build stakeholder relations through stakeholder engagements regarding LGSETA business.
Source/collection of data	Attendance registers from the following stakeholder engagement sessions: Research seminars, WSP-ATR workshops, provincial SDF forums and provider workshops, annual general meetings and provincial stakeholder meetings.
Method of calculation	Total count of stakeholder engagement sessions held.
Data limitations	Lack of participation from stakeholders
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	45 stakeholder sessions held
Indicator responsibility	Executive Manager: Corporate Services

1.5 PERFORMANCE INDICATOR – NUMBER OF INTERNAL NEWSLETTERS PUBLISHED TO COMMUNICATE WITH THE LGSETA STAFF

Indicator title	**Number of internal newsletters published to communicate with the LGSETA staff**
Short definition	This indicator determines the number of internal newsletters that the LGSETA will publish to communicate with staff on various initiatives that the LGSETA implements. This is a communication platform that the LGSETA uses to communicate with its staff.
Purpose/importance	To enhance and strengthen relations among the LGSETA staff by creating an awareness of various LGSETA projects and programmes internally.
Source/collection of data	Internal newsletters published
Method of calculation	Total count of internal newsletters published per financial year.
Data limitations	Lack of content and contributions by divisions to produce the newsletter.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Four newsletters produced and distributed to LGSETA staff.
Indicator responsibility	Executive Manager: Corporate Services

1.6 PERFORMANCE INDICATOR – NUMBER OF CAREER GUIDE TEXT BOOKS DISTRIBUTED TO LEARNERS WITH INFORMATION PERTAINING TO LOCAL GOVERNMENT OCCUPATIONS.

Indicator title	Number of career guide text books distributed to learners with information pertaining to local government occupations
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.
	The career guidance contains the scarce and critical skills and occupations for local government.
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 and to attract new entrants to enrol in local government courses and occupations and work for the sector.
Source/collection of data	Signed attendance registers by the learners.
Method of calculation	Total count of distributed career guide text books to the learners.
Data limitations	Poor or non-attendance of learners or new labour market entrants to receive the career guide text book.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	24 000 career guides distributed
Indicator responsibility	Executive Manager: Corporate Services

1.8 PERFORMANCE INDICATOR – PERCENTAGE OF APPROVED LGSETA ICT POLICIES AND PLANS

Indicator title	Percentage of approved LGSETA ICT policies and plans
Short definition	The percentage of approved LGSETA ICT policies and plans involves monitoring of the development, review and approval of all ICT policies and plans within the LGSETA as per the approved LGSETA ICT Policy Framework.
Purpose/importance	The purpose is to ensure that ICT polices and plans are developed, reviewed and approved as per the LGSETA ICT Policy Framework.
Source/collection of data	Approved ICT policies and plans on file or in the shared drive.
Method of calculation	Number of approved ICT polices, divided by the total number of ICT policies and plans, as per approved LGSETA ICT Policy Framework, multiplied by 100.
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Developed or reviewed and approved ICT policies and plans as per the LGSETA ICT Policy Framework to ascertain that ICT policies and plans are kept current and aligned to organisational goals.
Indicator responsibility	Executive Manager: Corporate Services

1.9 PERFORMANCE INDICATOR - PERCENTAGE OF IT INITIATIVES AND OR PROJECTS SUCCESSFULLY IMPLEMENTED AND DELIVERED

Indicator title	Percentage of IT initiatives and projects successfully implemented and delivered
Short definition	Measurement of planned ICT initiative / projects versus those successfully delivered on scope, budget and time for the financial year under review.
	The total number of planned ICT initiatives / projects for a financial year will be determined and approved by the ICT Steering Committee (ICTSC) before the beginning of each financial period, or during the first quarter of that financial year.
Purpose/importance	Tracks the success of ICT initiatives or projects
Source/collection of data	ICT Strategy, ICT Plans, Project Plans, Project Close-out Reports, ICT Monthly Reports, Minutes of ICT governance committees
Method of calculation	Total number of successfully implemented ICT initiatives or projects, divided by the total number of planned ICT initiatives or projects, multiplied by 100.
Data limitations	Delay in HR and SCM processes which could lead to increased project costs, as well as a delay in implementation of projects
Type of indicator	Activities and output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	High percentage of major ICT initiatives or projects successfully delivered, according to scope, budget and time.
Indicator responsibility	Executive Manager: Corporate Services

1.10 PERFORMANCE INDICATOR - NUMBER OF WORKFLOW SOLUTIONS IMPLEMENTED TO IMPROVE THE INTEGRATION BETWEEN UNITS IN THE LGSETA

Indicator title	Number of workflow solutions implemented to improve the integration between units in the LGSETA
Short definition	Measurement of automated business processes through workflow solutions implementation to improve the integration between units for the financial year under review.
Purpose/importance	Tracks the progress of the automation of business processes to improve efficiency.
Source/collection of data	The total number of implemented workflow solutions for a financial year can be found in ICT Monthly Reports and/or Minutes of ICT Governance Committees.
Method of calculation	Total number of workflow solutions implemented.
Data limitations	Undefined and immature business processes.
Type of indicator	Activities, output and efficiency
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	High number of implemented workflow solutions which will improve the integration between business units.
Indicator responsibility	Executive Manager: Corporate Services

1.11 PERFORMANCE INDICATOR – UNQUALIFIED AUDIT OPINION AT THE END OF THE EXTERNAL AUDIT BY THE AUDITOR-GENERAL

Indicator title	Unqualified audit opinion at the end of the external audit by the Auditor-General
Short definition	Unqualified audit opinion at the end of the external audit by the Auditor-General.
Purpose/importance	To report on clean administration by the SETA and compliance with laws and regulations.
Source/collection of data	AGSA report that is issued at the end of July 2017, relating to the prior financial year.
Method of calculation	Audit report outcomes from the external auditors.
Data limitations	The AGSA reports on audit outcomes in July each year and therefore management will measure the indicator using the audit outcomes that are reported in that financial year. The measurement for the 2017/18 year will thus be based on the audit results issued in July 2017.
Type of indicator	Output
Calculation type	Once-off
Reporting cycle	Annually
New indicator	Yes
Desired performance	Clean audit
Indicator responsibility	Chief Financial Officer

1.12 PERFORMANCE INDICATOR – PERCENTAGE OF AUDIT (INTERNAL AND EXTERNAL) FINDINGS RESOLVED, BASED ON AUDIT FINDINGS REPORTED IN THE PRIOR FINANCIAL YEAR

Indicator title	Percentage of audit (internal and external) queries resolved, based on audit findings reported in the prior financial year
Short definition	Percentage of audit (internal and external) queries resolved, refers to the number of findings resolved at the end of the financial year, divided by the number of findings reported at the beginning of the financial year. All the findings received at the beginning of the financial year will be resolved by 90% at the end of the financial year.
Purpose/importance	To report on clean administration by the SETA and compliance with laws and regulations.
Source/collection of data	Internal and external audit management reports. All audit findings will be monitored in an action plan by management. Once implemented, the status will be considered as resolved and internal auditors will verify the implementation thereof.
Method of calculation	Number of audit findings resolved at 31 March 2018 / Number of audit findings at 1 April 2017 from internal and external audits.
Data limitations	The AGSA reports on audit outcomes in July each year and therefore management will measure the indicator using the audit outcomes that are reported in that financial year. The measurement for the 2017/18 year will thus be based on the audit results issued in July 2017.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	90% of all audit findings resolved/implemented
Indicator responsibility	Chief Financial Officer

1.13 PERFORMANCE INDICATOR – PERCENTAGE REDUCTION OF THE VALUE OF CASH RESERVE AT THE BEGINNING OF THE FINANCIAL YEAR TO MEASURE OVERALL PROGRESS OF THE CASH RESERVE OF THE LGSETA PROJECTS AT THE END OF THE FINANCIAL YEAR

Indicator title	**Percentage reduction of the value of cash reserve at the beginning of the financial year to measure overall progress of the cash reserve of the LGSETA projects at the end of the financial year.**
Short definition	Percentage reduction in the value of cash reserves at the beginning of the financial year, compared to cash reserves at the end of the financial year to measure overall progress of projects. The cash balance at the beginning of the year will be reduced by 10%.
Purpose/importance	To measure the overall cash movement of discretionary grants, thereby reflecting implementation/ completion of training programmes and projects.
Source/collection of data	Quarterly and annual financial statements
Method of calculation	Value of cash reserves at the end of the year / Value of cash reserves at the beginning of the year.
Data limitations	Final values will be based on the audited financial statements.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	10% and greater
Indicator responsibility	Chief Financial Officer

1.14 PERFORMANCE INDICATOR – NUMBER OF BOARD ENGAGEMENT SESSIONS HELD WITH NATIONAL DEPARTMENTS AND MUNICIPAL LEADERSHIP ON STRATEGIC ISSUES OF THE LGSETA

Indicator title	**Number of Board engagement sessions held with national departments on strategic issues of the LGSETA**
Short definition	The Board of the LGSETA engages national departments and public institutions (SALGA), as well as municipal leadership at a strategic level with the purpose of enhancing the LGSETA programmes' deliverables and ensuring strong relations with government. Engagements with national departments refer to: - The Department of Cooperative Governance and Traditional Affairs, the Department of Environmental Affairs and the Department of Transport - Public Entities refer to SALGA - Municipal Leadership refers to municipal managers and mayors
Purpose/importance	To ensure that the work of the LGSETA is enhanced through collaboration with public entities or national departments.
Source/collection of data	Minutes of the Board with Board resolutions, attendance register.
Method of calculation	Total number of Board engagement meetings with public institutions and national departments.
Data limitations	Poor attendance of representatives from national departments or public entities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Three strategic Board meetings held with national departments
Indicator responsibility	Board

1.15 PERFORMANCE INDICATOR – NUMBER OF BOARD GOVERNANCE WORKSHOPS CONDUCTED IN RELATION TO THE BOARD'S FIDUCIARY DUTIES AND RESPONSIBILITIES

Indicator title	**Number of Board governance workshops conducted in relation to the Board's fiduciary duties and responsibilities**
Short definition	This refers to capacity building workshops or governance workshops, conducted by the LGSETA for the Board to ensure that it is capacitated adequately to perform its roles and responsibilities.
Purpose/importance	To ensure that the LGSETA Board performs its duties, roles and responsibilities efficiently and effectively.
Source/collection of data	Workshop materials, attendance register
Method of calculation	Total number of Board workshops conducted
Data limitations	Unavailability of training providers to conduct workshops for Board members
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Two Board governance workshops were conducted to ensure that the Board performs its duties and responsibilities efficiently and effectively
Indicator responsibility	Board

PROGRAMME 2: SKILLS PLANNING

2.1 PERFORMANCE INDICATOR – NUMBER OF RESEARCH PROJECTS ON SKILLS DEVELOPMENT NEEDS IN THE LOCAL GOVERNMENT SECTOR CONDUCTED

Indicator title	Number of research projects on skills development needs conducted in the local government sector
Short definition	This refers to sectoral research projects that the LGSETA will conduct on skills development which includes areas such as local economic development, RPL, Water and Waste Management, Management and Leadership and AET. All these research areas are aligned with the research agenda.
Purpose/importance	Sectoral research is important to inform skills planning, development of new qualifications for the local government sector, as well as strengthening the LGSETA's skills development interventions
Source/collection of data	WSP, stakeholder needs, requests from LGSETA divisions
Method of calculation	Simple count of each research study implemented during the financial year under review
Data limitations	Research projects not implemented during the 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

2.2 PERFORMANCE INDICATOR – NUMBER OF RESEARCH ROUND TABLE DISCUSSIONS HELD TO INFORM RESEARCH AGENDA AND SKILLS DEVELOPMENT IN THE LOCAL GOVERNMENT SECTOR

Indicator title	Number of research seminars held to communicate research findings with stakeholders
Short definition	At research seminars the LGSETA communicates research findings through presentations of research papers and findings to internal and external stakeholders. Research discussions and seminars that the LGSETA hosts with the national research committee are constituted by a panel of experts in local government and other strategic fields, relevant to the sector.
Purpose/importance	To share research findings and information on skills development for decision-making, development of strategy and policies or programmes.
Source/collection of data	Research papers and studies that the LGSETA conducted.
Method of calculation	Four research seminars to be conducted in all four quarters
Data limitations	Seminars poorly attended by stakeholders.
Type of indicator	Output
Calculation type	Quantitative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Research papers fully communicated to stakeholders to inform strategy or development of policies/programmes in the local government sector.
Indicator responsibility	Executive: Strategy and Planning

2.3 PERFORMANCE INDICATOR – NUMBER OF RESEARCH PAPERS PUBLISHED BY THE LGSETA

Indicator title	Number of research papers published by the LGSETA
Short definition	This refers to the number of research papers that will be published for public consumption by various media platforms, such as the LGSETA website and DHET journals.
Purpose/importance	To communicate research findings to the public for decision-making purposes.
Source/collection of data	Research papers by the LGSETA
Method of calculation	Five research papers to be published in media platforms for public consumption.
Data limitations	Classifications of information within the research reports might affect the number of publications.
Type of indicator	Output
Calculation type	Accumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Research reports made available for public consumption
Indicator responsibility	Executive: Strategy and Planning

2.4 PERFORMANCE INDICATOR – A RESEARCH REPOSITORY ESTABLISHED TO ENHANCE ACCESSIBILITY OF INFORMATION BY THE LGSETA

Indicator title	A research repository established to enhance the accessibility of information by the LGSETA
Short definition	This refers to an electronic system that will distribute research data or information pertaining to research findings, as well as updates to our stakeholders (internal and external)
Purpose/importance	To receive regular information updates pertaining to research findings through Labour Market Intelligent report to our stakeholders, internally and externally.
Source/collection of data	Labour Market Intelligent report, Statistics South Africa, GAPSKIILL, Research Reports
Method of calculation	One electronic system for research repository
Data limitations	Unavailable updated data
Type of indicator	Output
Calculation type	Non-accumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Research repository established and stakeholders (internal and external) have access to updated research information
Indicator responsibility	Executive: Strategy and Planning

2.5 PERFORMANCE INDICATOR – PERCENTAGE OF WORKPLACE SKILLS PLANS AND ANNUAL TRAINING REPORTS SUBMITTED BY MUNICIPALITIES AND MUNICIPAL/TRADITIONAL ENTITIES FOR SKILLS PLANNING

Indicator title	**Percentage of Workplace Skills Plans and Annual Training Reports submitted by municipalities and municipal/traditional entities for skills planning**
Short definition	This refers to the number of municipalities (257) which submitted the workplace skills plans and annual training reports to the LGSETA and meet levy payers' submission requirements. The 100% refers to the 257 municipalities in the country.
Purpose/importance	Workplace skills plans and annual training reports submitted are important input documents about 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 (ATRs) submitted.
Method of calculation	$$\frac{\text{Number of compliant WSPs and ATR submissions}}{\text{Total WSP and ATR submissions}} \times 100$$
Data limitations	Dependent on submission by the levy payer
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	100 % (257) compliant workplace skills plans and annual training reports submitted
Indicator responsibility	Executive: Strategy and Planning

2.6 PERFORMANCE INDICATORS – NUMBER OF SKILLS DEVELOPMENT FACILITATORS (SDFS) TRAINED TO IMPROVE SKILLS DEVELOPMENT IN THE LOCAL GOVERNMENT SECTOR

Indicator title	**Number of SDFs trained to improve skills development in the local government sector**
Short definition	This refers to capacity building programmes which include workshops and skills training programmes of the LGSETA to improve skills development management in municipalities.
Purpose/importance	Building the capacity of skills development facilitators at municipal level is important in improving their capabilities to manage skills development at local level, as well as to ensure oversight and implementation of skills development interventions funded by the LGSETA and municipalities.
Source/collection of data	Signed attendance registers, workshop reports and training material.
Method of calculation	Simple count – number of SDFs attending capacitation workshops
Data limitations	Dependent on availability of skills development facilitators to attend the training workshops.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	257 skills development facilitators capacitated
Indicator responsibility	Executive Manager: Strategy and Planning

2.7 PERFORMANCE INDICATOR – NUMBER OF PROVINCIAL SKILLS DEVELOPMENT FORUMS HELD TO IMPROVE SKILLS DEVELOPMENT IN THE LOCAL GOVERNMENT SECTOR

Indicator title	Number of provincial skills development forums held to improve skills development in the local government sector
Short definition	This refers to the skills development facilitator forums that the LGSETA hosts with the purpose of improving skills development in the sector. The forums are discussing all skills development issues for mandatory grants and discretionary grants. These forums take place at provincial level.
Purpose/importance	Building the capacity of skills development facilitators at 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, forums material.
Method of calculation	Simple count-forums, conducted in the financial year under review.
Data limitations	Dependent on availability of skills development facilitators to attend forums.
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

2.9 PERFORMANCE INDICATOR – A LOCAL GOVERNMENT HAND BOOK FOR OCCUPATIONS AND SKILLS PLANNING DEVELOPED

Indicator title	A local government hand book for occupations and skills planning developed
Short definition	The local government hand book will define occupations with similar understanding and common language within the local government sector in line with the OFO codes.
Purpose/importance	To have a common understanding of occupations in the local government to strengthen skills planning in the sector.
Source/collection of data	OFO codes guide, municipal organogram, Municipal Structures Act.
Method of calculation	One text book for occupations in local government
Data limitations	Poor participation of relevant stakeholders.
Type of indicator	Output
Calculation type	Qualitative
Reporting cycle	Annual
New indicator	Yes
Desired performance	A standardised local government text book for occupations across the sector
Indicator responsibility	Executive Manager: Strategy and Planning

2.10 PERFORMANCE INDICATOR – APPROVAL OF THE MONITORING AND EVALUATION FRAMEWORK, THAT DETERMINES MONITORING AND REPORTING IN THE LGSETA

Indicator title	**Approved Monitoring and Evaluation Framework that determines monitoring and reporting in the LGSETA**
Short definition	The Monitoring and Evaluation Framework is a guide with concrete steps that depict how the programmes and projects will be measured, monitored, reported and evaluated in the context of the LGSETA. This framework will be in line with the performance management policy of the LGSETA.
Purpose/importance	To provide a standard approach for monitoring and reporting of the LGSETA's predetermined objectives to ensure that the LGSETA achieves its objectives
Source/collection of data	Templates, monitoring tools, analysis tools
Method of calculation	One monitoring and evaluation framework
Data limitations	Delays in the approval of the framework by the Accounting Authority
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	An approved monitoring and evaluation framework
Indicator responsibility	Executive Manager: Strategy and Planning

2.11 PERFORMANCE INDICATOR – APPROVAL OF A MONITORING AND EVALUATION SYSTEM FOR PROJECTS AND PROGRAMMES

Indicator title	**A monitoring and evaluation system for projects and programmes developed for the LGSETA**
Short definition	A monitoring and evaluation system is an electronic system established to manage organisational performance information through monitoring and reporting projects and programmes of the LGSETA. Such a system is used to store the organisational performance information and project monitoring and evaluation reports.
Purpose/importance	The purpose of the system is to enhance the storage of the reported performance information. This will enhance the credibility and reliability of the performance information within the LGSETA.
Source/collection of data	Electronic system, reports submitted by divisions.
Method of calculation	An electronic system for monitoring, reporting and storage of reported information.
Data limitations	Dependent on ICT systems of the LGSETA
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	An approved monitoring and evaluation system
Indicator responsibility	Executive Manager: Strategy and Planning

2.12 PERFORMANCE INDICATOR – A MONTHLY PERFORMANCE REPORT COMPILED AGAINST PROGRESS ON THE PREDETERMINED OBJECTIVES

Indicator title	Monthly performance report compiled against progress on the predetermined objectives
Short definition	It refers to the monthly performance report against targets in the APP of the LGSETA. This report assesses monthly progress on targets.
Purpose/importance	The purpose is to track the monthly performance progress towards achievement of set quarterly performance targets
Source/collection of data	Reports from managers and divisions.
Method of calculation	One report submitted monthly
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 reports compiled
Indicator responsibility	Executive Manager: Strategy and Planning

2.13 PERFORMANCE INDICATOR – QUARTERLY PERFORMANCE REVIEWS HELD TO DETERMINE PROGRESS ON THE PREDETERMINED OBJECTIVES

Indicator title	Quarterly performance reviews held to determine progress on the predetermined objectives
Short definition	This refers to the quarterly performance review session that the LGSETA hosts to assess performance made against APP targets.
Purpose/importance	To keep track of the performance progress targets achieved in the APP to ensure that the LGSETA achieves its objectives.
Source/collection of data	Monitoring reports from divisions
Method of calculation	Four monitoring reports
Data limitations	Budget constraints
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Four monitoring and evaluation review sessions
Indicator responsibility	Executive Manager: Strategy and Planning

2.13 PERFORMANCE INDICATOR – NUMBER OF MONITORING AND EVALUATION VISITS ON PROJECTS AND / OR PROGRAMMES OF THE LGSETA CONDUCTED

Indicator title	Number of monitoring and evaluation visits on projects and / or programmes of the LGSETA
Short definition	This number of monitoring and evaluation visits are to be conducted in municipalities
Purpose/importance	Monitoring and evaluation visits are important to ensure that the SETA- funded projects are being implemented efficiently and effectively or to provide other skills planning support to the municipality where there are no SETA-funded projects being implemented
Source/collection of data	Monitoring and evaluation reports
Method of calculation	Simple counting of monitoring and evaluation visit reports during the financial year
Data limitations	Budget constraints
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	514 monitoring and evaluation visits
Indicator responsibility	Executive Manager: Strategy and Planning

2.14 PERFORMANCE INDICATOR – NUMBER OF IMPACT EVALUATIONS ON LGSETA SKILLS DEVELOPMENT PROGRAMMES COMPLETED

Indicator title	Number of impact evaluation studies on LGSETA skills development programmes completed
Short definition	Impact evaluation studies refer to the impact made by the LGSETA's policies and programmes on skills development projects in changing the lives of communities.
Purpose/importance	The impact evaluation studies measure the efficiency and the effect of the implemented SETA-funded projects.
Source/collection of data	Evaluation reports
Method of calculation	Simple counting of impact evaluation studies completed in the financial year.
Data limitations	Budget constraints
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Two impact evaluation studies completed.
Indicator responsibility	Executive Manager: Strategy and Planning

PROGRAMME 3: LEARNING PROGRAMME

3.1 PERFORMANCE INDICATOR – 5 000 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.
	For the number of employees who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
	This is a structured learning programme which includes theoretical and practical workplace experiential learning over a period of at least 12 months and which leads to an occupationally-related NQF qualification.
Purpose/importance	To increase access to occupationally-directed qualifications
Source/collection of data	Learners' supporting documents and singed funding agreements from the entity.
Method of calculation	Number of employed learners entered for learnerships in a financial year.
Data limitations	Dependent on applications received, compliant supporting documents received and timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	5 000 employees entered for learnerships.
Indicator responsibility	Chief Operations Officer

3.2 PERFORMANCE INDICATOR – 6 000 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 skills programmes that can either be PIVOTAL, or non-PIVOTAL for the financial year.
	Number of employees who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
	PIVOTAL Skills Programmes are learning interventions which have been designed and intend to be occupational-based, short-term learning programmes. When these programmes are successfully completed, they will constitute credits towards an NQF qualification.
	Non-PIVOTAL training is a non-credit bearing skills programme.
Purpose/importance	To increase access to occupationally-directed skills programmes and encouraging better use of workplace-based skills development.
Source/collection of data	Learners' supporting documents and signed funding agreements from the entity.
Method of calculation	Number of employed learners entered for skills programmes during the financial year.
Data limitations	Dependent on applications and compliant supporting documents received and timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	6 000 employees entered for skills programmes.
Indicator responsibility	Chief Operations Officer

3.3 PERFORMANCE INDICATOR – 250 EMPLOYEES AWARDED BURSARIES PER ANNUM

Indicator title	**Number of employees awarded bursaries per annum**
Short definition	The number of employees entered for learnerships in the financial year.
	For the number of employees who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
	This is a structured learning programme which includes theoretical and practical workplace experiential learning over a period of at least 12 months and which leads to an occupationally-related NQF qualification.
Purpose/importance	To increase access to occupationally-directed qualifications
Source/collection of data	Learners' supporting documents and singed funding agreements from the entity.
Method of calculation	Number of employed learners entered for learnerships in a financial year.
Data limitations	Dependent on applications received, compliant supporting documents received and timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	5 000 employees entered for learnerships.
Indicator responsibility	Chief Operations Officer

3.4 PERFORMANCE INDICATOR – 450 INDIVIDUALS ENTERED THE CANDIDACY PROGRAMME PER ANNUM

Indicator title	**Number of individuals entering the candidacy programme per annum**
Short definition	Number of individuals entered for the candidacy programme with a registered professional body.
	Number of individuals who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
	A programme to facilitate access to mentorship, training and professional registration, to build the professional skills required in certain occupations, supporting service delivery within the municipality.
Purpose/importance	Facilitating access to mentorship, training and paying professional registration fees are important in building the professional skills required in certain occupations to support service delivery within municipalities.
Source/collection of data	Learners' supporting documents and signed funding agreements from the entity.
Method of calculation	Number of employed learners entered for the candidacy programme in the financial year.
Data limitations	Dependent on applications and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	450 individuals entered the candidacy programme
Indicator responsibility	Chief Operations Officer

3.5 PERFORMANCE INDICATOR – 400 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.
	The number of individuals who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
	A non-unit, standard-based registered qualification, which is governed by the Skills Development Act. An apprenticeship comprises the integration of workplace and institutional learning.
Purpose/importance	To increase access to occupationally-directed programmes.
Source/collection of data	Learners' supporting documents and signed funding agreements from the entity.
Method of calculation	Number of employed learners entered for an artisan trade during the financial year.
Data limitations	Dependent on applications and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	400 employees entered as learner artisans
Indicator responsibility	Chief Operations Officer

3. 6 PERFORMANCE INDICATOR – 1 100 EMPLOYEES RPL'D AGAINST QUALIFICATIONS

Indicator title	**Number of employees RPL'd against qualifications**
Short definition	Number of employees entering a RPL programme, aimed at converting prior learning into a qualification.
	Number of employees who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
Purpose/importance	To increase access to occupationally-directed programmes.
Source/collection of data	Learners' supporting documents and signed funding agreement from the entity.
Method of calculation	Number of employed learners entered for RPL during the financial year.
Data limitations	Dependent on applications and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Yearly
New indicator	Yes
Desired performance	1 100 employed learners entered as RPL candidates
Indicator responsibility	Chief Operations Officer

3. 7 PERFORMANCE INDICATOR – 3 000 EMPLOYEES ENTERED AET PER ANNUM

Indicator title	Number of employees entering AET per annum
Short definition	The number of employees enrolled into AET for the financial year under review.
	For the number of employees who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
	Is the foundation for lifelong learning of sustainable level of literacy, numeracy and basic (general) education and is the learning conducted over a period of a year?
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, as well as numeracy skills to enable additional training.
Source/collection of data	Learners' supporting documents and signed funding agreements from the entity.
Method of calculation	Number of employed learners who entered AET in the financial year under review.
Data limitations	Dependent on applications and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	3 000 employees entered AET
Indicator responsibility	Chief Operations Officer

3.8 PERFORMANCE INDICATOR – 20 TVET COLLEGE LECTURERS ENTERED THE DEVELOPMENT PROGRAMME PER ANNUM

Indicator title	Number of TVET college lecturers entering the development programme per annum
Short definition	The number of TVET college lecturers who entered the development programme for the financial year under review.
	For the number of lecturers who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
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	Learners' supporting documents and signed funding agreements from the entity.
Method of calculation	Number of TVET college lecturers who entered the development programme in the financial year.
Data limitations	Dependent on applications and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Annually
New indicator	No
Desired performance	20 TVET college lecturers entered the development programme
Indicator responsibility	Chief Operations Officer

3.9 PERFORMANCE INDICATOR – 2 750 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.
	For the completion of learnerships: refer to the date the LGSETA receives the compliant supporting documents.
	This is a structured learning programme which includes theoretical and practical workplace experiential learning over a period of at least 12 months, and which leads to an occupationally-related NQF qualification.
Purpose/importance	To increase access to occupationally-directed qualifications.
Source/collection of data	Certificate of attendance/completion or statement of results or certificate from the entity.
Method of calculation	Number of employed learners successfully completing a learnership in the financial year.
Data limitations	Dependent on projects completed, SDP uploads of learner achievements 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	2 750 employees completing learnerships
Indicator responsibility	Chief Operations Officer

3.10 PERFORMANCE INDICATOR – 4 950 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.
	The completion of the programme refers to the date the LGSETA receives the compliant supporting documents.
	PIVOTAL Skills Programmes are learning interventions that have been designed and intended to be an occupational-based, short-term learning programme, which when successfully completed, will constitute credits towards a registered NQF qualification.
	Non-PIVOTAL training is a non-credit bearing skills programme.
Purpose/importance	To increase access to occupationally-directed skills programmes and qualifications.
Source/collection of data	Certificate of attendance/completion, or statement of results, or certificate from the entity.
Method of calculation	Number of employed learners who successfully completed a skills programme in the financial year.
Data limitations	Dependent on projects completed, SDP uploads of learner achievements 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	4 950 employees completing skills programmes
Indicator responsibility	Chief Operations Officer

3. 11 PERFORMANCE INDICATOR – 250 EMPLOYEES AWARDED BURSARIES GRADUATED

Indicator title	Number of employees awarded bursaries graduated
Short definition	The number of employees completing a learnership in the financial year. Completing refers to the date the LGSETA receives the compliant supporting documents.
Purpose/importance	To increase access to occupationally-directed qualifications and programmes.
Source/collection of data	Certificate of attendance/completion or statement of results or certificate from the entity
Method of calculation	The number of employees awarded a bursary during the financial year under review.
Data limitations	Dependent on projects completed, SDP uploads of learner achievements 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	250 employees awarded bursaries, graduated
Indicator responsibility	Chief Operations Officer

3. 12 PERFORMANCE INDICATOR – 3 000 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. Completing refers to the date the LGSETA receives the compliant supporting documents. Is the foundation for lifelong learning of sustainable level of literacy, numeracy and basic (general) education and is the learning conducted over a period of 12 months.
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	Certificate of attendance/completion or statement of results, or certificate from the entity.
Method of calculation	Number of employed learners who successfully completed AET during the financial year.
Data limitations	Dependent on projects completed, SDP uploads of learner achievements 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	3 000 employees completing AET
Indicator responsibility	Chief Operations Officer

3.13 PERFORMANCE INDICATOR – 3 900 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.
	The number of individuals who entered the programme refer to the date of commencement on the funding agreement between the entity and LGSETA.
	Note: There are exclusions on special projects.
	This is a structured learning programme which includes theoretical and practical workplace experiential learning over a period of at least 12 months and which leads to an occupationally-related NQF qualification.
Purpose/importance	To increase access to occupationally-directed qualifications.
Source/collection of data	Learners' supporting documents and singed funding agreements from the entity.
Method of calculation	Number of unemployed individuals entered for learnerships in the financial year.
Data limitations	Dependent on applications or compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	3 900 unemployed individuals entered for learnerships
Indicator responsibility	Chief Operations Officer

3.14 PERFORMANCE INDICATOR – 3 360 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.
	For the number of individuals who entered he programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
	PIVOTAL Skills Programmes are learning interventions that have been designed and intended to be occupational-based, short-term learning programmes, which when successfully completed, will constitute credits towards an NQF qualification.
	Non-pivotal training is a non-credit bearing skills programme.
Purpose/importance	To increase access to occupationally-directed skills programmes and qualifications.
Source/collection of data	Learners' supporting documents and signed funding agreements from the entity.
Method of calculation	Number of unemployed learners entered for skills programmes in the financial year.
Data limitations	Dependent on applications and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	3 360 unemployed individuals entered skills programmes
Indicator responsibility	Chief Operations Officer

3. 15 PERFORMANCE INDICATOR – 240 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.
	For the number of individuals who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
	It is a monetary award made to learners; this intervention is a grant awarded to unemployed learners enrolled on part or full NQF qualifications.
Purpose/importance	To increase access to occupationally-directed qualifications and programmes.
Source/collection of data	Learners' supporting documents and signed funding agreements from the entity or learner.
Method of calculation	Number of unemployed individuals awarded a bursary during the financial year.
Data limitations	Dependent on applications and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	240 unemployed individuals awarded bursaries
Indicator responsibility	Chief Operations Officer

3.16 PERFORMANCE INDICATOR – 200 UNEMPLOYED ENTERED FOR CANDIDACY

Indicator title	**Number of unemployed entered for candidacy programmes per annum**
Short definition	The number of unemployed who entered the candidacy programme with a registered professional body.
	For the number of unemployed who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
	A programme to facilitate access to mentorship, training and professional registration, to build the professional skills required in certain occupations, supporting service delivery within the municipality.
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	Learners' supporting documents and signed funding agreements from the entity.
Method of calculation	Number of employed learners who successfully registered in the financial year.
Data limitations	Dependent on applications and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Annually
New indicator	No
Desired performance	200 unemployed entered for candidacy
Indicator responsibility	Chief Operations Officer

3.17 PERFORMANCE INDICATOR – 650 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.
	For the number who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
	This is a year's workplace experience programme, designed for candidates that require the necessary practical experience.
Purpose/importance	To increase access to occupationally-directed qualifications and programmes.
Source/collection of data	Learners' supporting documents and signed funding agreements from the entity or learner.
Method of calculation	Number of unemployed graduates placed in a workplace for internship during the financial year.
Data limitations	Dependent on applications and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	650 unemployed graduates placed for internships
Indicator responsibility	Chief Operations Officer

3.18 PERFORMANCE INDICATOR – 100 UNEMPLOYED ENTERED FOR WORK-INTEGRATED LEARNING PER ANNUM

Indicator title	Number of unemployed entered for Work-integrated Learning per annum
Short definition	The number of unemployed entered for Work-integrated Learning during the financial year under review.
	For the number who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects
	This is a year's workplace experience programme, designed for candidates that require the necessary practical experience.
Purpose/importance	To increase access to occupationally-directed qualifications and programmes.
Source/collection of data	Learners' supporting documents, placement letter from the municipality and a signed funding agreement from the entity or learner.
Method of calculation	Number of unemployed entered for Work-integrated Learning during the financial year.
Data limitations	Dependent on applications and compliant supporting documents received, as well as timeframes met
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100 unemployed entered for Work-integrated Learning
Indicator responsibility	Chief Operations Officer

3.19 PERFORMANCE INDICATOR – 150 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.
	For the number who entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
	A non-unit standard- based registered qualification, which is governed by the Skills Development Act. An apprenticeship comprises the integration of workplace and institutional learning.
Purpose/importance	To increase access to occupationally-directed programmes.
Source/collection of data	Learners' supporting documents and signed funding agreements from the entity.
Method of calculation	The number of unemployed learners entered for an artisan trade during the financial year.
Data limitations	Dependent on applications and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	150 unemployed individuals entered as learner artisans
Indicator responsibility	Chief Operations Officer

3.20 PERFORMANCE INDICATOR – 20 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.
	Number of NGOs that entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
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, NGOs and community training initiatives.
Source/collection of data	Not-for-profit registration form; funding agreement from the entity.
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 and compliant supporting documents received, as well as timeframes met.
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

3.21 PERFORMANCE INDICATOR – 15 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.
	Number of CBOs which entered he programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
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, NGOs and community training initiatives.
Source/collection of data	Not-for-profit registration form; funding agreement from the entity.
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 and compliant supporting documents received, as well as timeframes met.
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

3.22 PERFORMANCE INDICATOR – 20 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.
	Number of co-operatives that entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are exclusions on special projects.
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, NGOs and community training initiatives.
Source/collection of data	Co-operative registration form; funding agreement from the entity.
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 and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	20 co-operatives supported through skills development initiatives
Indicator responsibility	Chief Operations Officer

3.23 PERFORMANCE INDICATOR – 20 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.
	Number of SMMEs that entered the programme: refer to the date of commencement on the funding agreement between the entity and LGSETA.
	Note: There are exclusions on special projects.
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, NGOs and community training initiatives.
Source/collection of data	Company registration form; funding agreement from the entity.
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 and compliant supporting documents received, as well as timeframes met.
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

3.24 PERFORMANCE INDICATOR – 15 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.
	Number of NLPEs that entered the programme: refer to the date of commencement on the funding agreement between the entity and the LGSETA.
	Note: There are Exclusions on special projects.
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, NGOs and community training initiatives.
Source/collection of data	Entity registration form; funding agreement from the entity.
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 and compliant supporting documents received, as well as timeframes met.
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

3.25 PERFORMANCE INDICATOR – TWO 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.
	Number of trade unions that entered the programme: refer to the date of commencement on the funding agreement between the entity and LGSETA.
	Note: There are exclusions on special projects.
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, NGOs and community training initiatives.
Source/collection of data	Trade union registration document; funding agreement from the entity.
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 and compliant supporting documents received, as well as timeframes met.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Two trade unions supported through skills development initiatives.
Indicator responsibility	Chief Operations Officer

3.26 PERFORMANCE INDICATOR – 2 800 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.
	Completing refers to the date the LGSETA receives the compliant supporting documents.
	This is a structured learning programme which includes theoretical and practical workplace experiential learning over a period of at least a year and which leads to an occupationally-related qualification registered on the NQF.
Purpose/importance	To increase access to occupationally-directed qualifications.
Source/collection of data	Certificate of attendance/completion or statement of results or certificate from the entity.
Method of calculation	Number of unemployed individuals successfully completing a learnership in the financial year.
Data limitations	Dependent on projects completed, SDP uploads of learner achievements 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

3.27 PERFORMANCE INDICATOR – 3 800 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.
	Completing refers to the date the LGSETA receives the compliant supporting documents.
	PIVOTAL Skills Programmes are learning interventions that have been designed and intend to be an occupational-based, short-term learning programmes, which when successfully completed, will constitute credits towards an NQF qualification.
	Non-PIVOTAL training is a non-credit bearing skills programme.
Purpose/importance	To increase access to occupationally-directed skills programmes and qualifications.
Source/collection of data	Certificate of attendance/completion or statement of results or certificate from the entity.
Method of calculation	Number of unemployed learners that successfully completed a skills programme in the financial year.
Data limitations	Dependent on projects completed, SDP uploads of learner achievements 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	3 800 unemployed individuals completing skills programmes
Indicator responsibility	Chief Operations Officer

3.28 PERFORMANCE INDICATOR – 780 UNEMPLOYED GRADUATES AWARDED BURSARIES

Indicator title	Number of unemployed graduates awarded bursaries per annum
Short definition	Number of unemployed graduates awarded bursaries during the financial year.
	Awarded refers to the date the LGSETA issues an award letter to an unemployed graduate.
Purpose/importance	To increase access to occupationally-directed skills programmes and qualifications.
Source/collection of data	Letter of award, funding agreement, list of learners on organisation's letterhead confirming employment, DHET Quarterly Monitoring Report; learner registration form; certified ID copy, highest qualification, proof of registration at institution if continuing, or copy of acceptance letter for academic year if first time registration.
Method of calculation	Each unemployed graduate is awarded a bursary in the financial year under review
Data limitations	Dependent on projects completed, SDP uploads of learner achievements 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	780 unemployed graduates awarded bursaries during the financial year under review.
Indicator responsibility	Chief Operations Officer

3.29 PERFORMANCE INDICATOR – 350 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. Completing refers to the date the LGSETA receives the compliant supporting documents. This is a yearly workplace experience programme, designed for candidates that require the necessary practical experience.
Purpose/importance	To increase access to occupationally-directed qualifications and programmes.
Source/collection of data	Letter of completion/release
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 and learners in the financial year under review.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	350
Indicator responsibility	Chief Operations Officer

3.30 PERFORMANCE INDICATOR – 350 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. Completing refers to the date the LGSETA receives the compliant supporting documents. This is a 12-month workplace experience programme, designed for candidates that require the necessary practical experience.
Purpose/importance	To increase access to occupationally-directed qualifications and programmes.
Source/collection of data	Letter of completion/release
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 and learners in the financial year under review.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	350
Indicator responsibility	Chief Operations Officer

3.31 PERFORMANCE INDICATOR – 257 MUNICIPAL COUNCIL COMMITTEES TRAINED ON SKILLS DEVELOPMENT PROGRAMMES BY THE LGSETA PER ANNUM

Indicator title	**257 Municipal Council Committees trained on skills development programmes by the LGSETA 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. Entered the programme refers to the date of commencement on the funding agreement between the entity and the LGSETA.
Purpose/importance	To increase access to occupationally-directed qualifications and programmes.
Source/collection of data	Letter of award, funding agreement, list of learners on organisation's letterhead confirming employment, the DHET Quarterly Monitoring Report' learner registration form, certified ID copy, ETQA proof of learner upload (SETA qualifications) or proof of learner registration with institution (non-SETA if PIVOTAL), where applicable.
Method of calculation	Each employed learner that has registered for a skills programme in the financial year is counted.
Data limitations	Dependent on projects and learners' documentation within the financial year under review.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	257 Committees across South Africa
Indicator responsibility	Chief Operations Officer

PROGRAMME 4: QUALITY ASSURANCE

4.1 PERFORMANCE INDICATOR 4.2 - FIVE OCCUPATIONAL QUALIFICATIONS DEVELOPED IN LINE WITH SECTOR NEEDS AND SCHEDULE 4B REQUIREMENTS

Indicator title	**Five occupational qualifications developed in line with sector needs and schedule 4B of the Constitution**
Short definition	This refers to the occupational qualifications that the LGSETA developed as informed by the sector needs and priorities. This includes developing qualifications in line with the schedule 4B requirements of the Constitution.
Purpose/importance	To ensure that the sector has the relevant qualifications and skills as required.
Source/collection of data	Qualification development reports and research reports.
Method of calculation	Simple count – each qualification developed in line with the QCTO guidelines in the financial year is counted.
Data limitations	Dependent on stakeholders' participation and QCTO processing of qualification.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Five qualifications developed in line with the sector requirements and schedule 4B of the Constitution
Indicator responsibility	Chief Operations Officer

4.2 PERFORMANCE INDICATOR – 200 SKILLS DEVELOPMENT PROVIDERS ISSUED WITH ACCREDITATION TO OPERATE AS BOTH PRIMARY AND SECONDARY PROVIDERS

Indicator title	**200 skills development providers issued with accreditation to operate as both primary and secondary providers**
Short definition	This refers to providing training permission to train providers who in turn train learners on the LGSETA qualifications. Primary providers refer to the company that has never been accredited with other SETAs before. Secondary providers refer to companies that were accredited by other SETAs, prior to the LGSETA accreditation.
Purpose/importance	The purpose is to ensure that learners of the LGSETA are trained by accredited training providers.
Source/collection of data	Accreditation documentation and reports of primary training providers.
Method of calculation	Simple count – each new training provider awarded with primary accreditation status in the financial year is counted.
Data limitations	Dependent on applications by training providers submitted to the LGSETA to be accredited as primary training providers.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	200 primary accreditation training providers
Indicator responsibility	Chief Operations Officer

4.3 PERFORMANCE INDICATOR – 110 SKILLS DEVELOPMENT PROVIDERS ISSUED WITH RE-ACCREDITATION TO OPERATE AS BOTH PRIMARY AND SECONDARY PROVIDERS

Indicator title	110 skills development providers issued with re-accreditation as both primary and secondary providers
Short definition	This refers to the renewing of training permission to train providers who in turn train learners on the LGSETA qualifications. Primary providers refer to the company that has never been accredited with other SETAs before.
	Secondary providers refer to companies that were accredited by other SETA's prior to the LGSETA accreditation.
Purpose/importance	The purpose is to ensure that learners of the LGSETA are trained by accredited training providers.
Source/collection of data	Accreditation documentation and reports of primary training providers.
Method of calculation	Simple count – each new training provider awarded with primary accreditation status in the financial year is counted.
Data limitations	Dependent on applications by training providers submitted to the LGSETA to be accredited as primary training providers.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	110 primary accreditation training providers
Indicator responsibility	Chief Operations Officer

4.4 PERFORMANCE INDICATOR – 250 QUALITY ASSESSORS REGISTERED AND RE-REGISTERED TO MODERATE THE LGSETA QUALIFICATIONS

Indicator title	250 Quality assessors registered and re-registered to moderate the LGSETA qualifications
Short definition	This refers to the registration of new quality assurance assessors and re- registration of quality assurance assessors to assess the LGSETA qualification that will be registered yearly.
Purpose/importance	To ensure that training provided by the LGSETA is assessed by qualified quality assessors.
Source/collection of data	Assessor's application forms
Method of calculation	Count the number of applications processed for quality assessors.
Data limitations	Depend on the applications received for quality assessors.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	350 quality assessors registered and re-registered
Indicator responsibility	Chief Operations Officer

4.5 PERFORMANCE INDICATOR – 120 MODERATORS REGISTERED AND REREGISTERED TO MODERATE THE LGSETA QUALIFICATIONS

Indicator title	**120 Moderators registered and re-registered to moderate the LGSETA qualifications**
Short definition	The number of moderators registered to moderate the LGSETA qualifications.
Purpose/importance	To check that the correct assessment procedures have been followed.
Source/collection of data	Moderator application forms
Method of calculation	Simple count – each moderator application processed is counted
Data limitations	Budget constraints and human capacity
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	120 moderators registered and re-registered
Indicator responsibility	Chief Operations Officer

4.6 PERFORMANCE INDICATOR – 17 000 LEARNERS CERTIFIED AGAINST FULL QUALIFICATIONS

Indicator title	**17 000 Learners certified against full qualifications**
Short definition	This means certification of learners against unit standards.
Purpose/importance	This proves the completion of training programmes.
Source/collection of data	Statement of results for learners
Method of calculation	Calculation of the units' standard achievement for that period.
Data limitations	Less training of learners, delay in forwarding learner information.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, but modified
Desired performance	17 000 learners certified against full qualifications
Indicator responsibility	Chief Operations Officer

4.8 PERFORMANCE INDICATOR - THREE ASSESSMENT CENTRES ESTABLISHED FOR QUALITY ASSURANCE OF OCCUPATIONAL QUALIFICATION

Indicator title	Three assessment centres established for quality assurance of occupational qualification
Short definition	The number of centres established in the financial year under review to process recognition of prior learning applications.
Purpose/importance	Established centres are used to assess occupational qualifications.
Source/collection of data	Memorandum of Agreement; centre reports
Method of calculation	Simple count – each centre established to process recognition of prior learning applications in the financial year under review is counted
Data limitations	Quality of reports; access to, use of and capacity of centres to process recognition of prior learning.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	No, but modified
Desired performance	Three centres established to process recognition of prior learning applications.
Indicator responsibility	Chief Operations Officer

4.9 PERFORMANCE INDICATOR – 300 RECOGNITION OF PRIOR LEARNING APPLICATIONS ENDORSED AGAINST FULL QUALIFICATIONS AND OR UNIT STANDARDS

Indicator title	300 Recognition of prior learning applications endorsed against full qualifications and / or unit standards
Short definition	The number of recognition of prior learning applications processed in the financial year under review.
Purpose/importance	RPL is an assessment method used to assess learners who have the knowledge, but cannot go for formal training.
Source/collection of data	The DHET Quarterly Monitoring Report; learner registration form; funding agreement.
Method of calculation	Simple count – each learner recognition of prior learning application processed in the financial year under review is counted.
Data limitations	Dependent on applications submitted for recognition of prior learning processing.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, but modified
Desired performance	300 recognition of prior learning applications processed.
Indicator responsibility	Chief Operations Officer

4.10 PERFORMANCE INDICATOR – FIVE NEW INTER-SETA SLAS SIGNED WITH RELEVANT SETAS FOR CERTIFICATION OF LEARNERS OUTSIDE THE LGSETA SCOPE

Indicator title	**Five new inter-SETA SLAs signed with relevant SETAs for certification of learners outside the LGSETA scope**
Short definition	This refers to when the LGSETA partners with a SETA that owns the qualification to be implemented by the LGSETA or by the other SETAs for delivering the qualification by both partners.
Purpose/importance	To ensure quality assurance and certification of learners.
Source/collection of data	Signed memoranda of understanding
Method of calculation	Simple count – each signed memorandum of understanding in the financial year is counted.
Data limitations	Inability of partnership to come on board
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Five new inter-SETA SLAs signed
Indicator responsibility	Chief Operations Officer

4.11 PERFORMANCE INDICATOR – 250 MONITORING VISITS CONDUCTED ON THE QUALITY OF DELIVERY OF LEARNING INTERVENTION PROGRAMMES

Indicator title	**250 Monitoring visits conducted on the quality of delivery of learning intervention programmes**
Short definition	Number of monitoring visits conducted on the quality of delivery of learning intervention programmes.
Purpose/importance	To ensure quality of learning programmes takes place.
Source/collection of data	Monitoring reports
Method of calculation	Simple count – each report is counted.
Data limitations	Dependent on number of providers to monitor.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, but modified
Desired performance	250 monitoring visits conducted
Indicator responsibility	Chief Operations Officer

4.12 PERFORMANCE INDICATOR – 250 VERIFICATION AUDITS CONDUCTED ON LEARNER ACHIEVEMENTS

Indicator title	**250 Verification audits conducted on learner achievements**
Short definition	Number of verification audits conducted for learner achievements.
Purpose/importance	To check if assessment and moderation procedures were followed.
Source/collection of data	Verification reports
Method of calculation	Simple count – each report is counted.
Data limitations	Depend on the number of providers that need verification visits.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, but modified
Desired performance	250 verification visits conducted
Indicator responsibility	Chief Operations Officer

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