



ANNEXURE TO THE W&RSETA STRATEGIC PLAN

2020/21 – 2024/25

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SECTION A: RATIONALE FOR CHANGE

1. Overview

This annexure to the W&RSETA 2020/21 – 2024/25 Strategic Plan outlines revisions to the W&RSETA Strategic Plan and the programmes planned for implementation during the 2020/21 – 2024/25 Strategic Plan implementation period in response to the Covid-19 pandemic. The revision of the Strategic Plan is in line with the provision of DPME's Revised Framework for the Development of Strategic Plans and Annual Performance Plans that states that Strategic Plans may be revised before the end of the five-year Strategic Plan period if there are significant changes in policy, in the service delivery environment or planning methodology.

2. Challenges in the performance environment and interventions to address challenges

COVID 19 has had a major impact on all sectors of the economy including the Wholesale and Retail Sector. The severe restrictions placed on the movement of people, goods and services has fast-tracked the digital transformation of the retail as well as the education and training sectors. This has led to the exponential growth in the number of customers and learners/students adopting e-commerce and e-learning platforms respectively.

COVID 19 has also shone the light on the need for adoption of strict health and hygiene practices across sectors, and placed greater health and safety compliance requirements on employers. W&RSETA therefore is required to support its stakeholders' skills development in the areas of health and safety as well as quality management.

On the socio-political front the pandemic has exposed the massive social inequality in our society, with political pressure groups clamouring for a greater inclusion of vulnerable sectors of society. The youth, women and poor communities have had to bear a disproportionate brunt of the scourge of rising unemployment.

The SETA has therefore had to adjust its plans and re-prioritise certain programmes in order to:

- address the impact of the Covid-19 pandemic and the resultant lockdown measures on the W&R sector and South African communities;
- respond to reduced Skills Development Levy income expected for SETAs due to a number of companies that are likely to be in distress or close down as well as the newly introduced skills levy holiday that is part of the government's relief measures to companies.
- support vulnerable sectors;
- address skills development needs in priority areas that have emerged because of the pandemic, that include health and safety, digital retail, digital supply chain management, digital marketing and enabling digital skills such as coding and robotics; and
- implement Reasonable Accommodation measures that will support the government's drive to curb the spread of Covid-19 through adoption of safety measures in all educational and skills development platforms. Such measures include the supply of Personal Protective Equipment (PPE) to learners taking part in W&RSETA programmes; and the promotion of health and safety as well as digital platforms for new ways of work and skills development.

3. Key focus areas

The Revised Annual Performance Plan presented in Section B of this document has been crafted around the key focus areas and principles adopted by the W&RSETA Accounting Authority and Management after extensive analysis of the needs of the sector; and is based on the current realities brought about by the pandemic. The key focus areas addressed by the Revised 2020/21 APP are as follows:

3.1. *Support W&R businesses to address skills needs/shortages to enable implementation of new ways of work.*

3.2. *Job retention:*

3.2.1. Employed staff to be re-skilled or upskilled thereby ensuring that the existing staff is able to address emerging skills needs within their places of employment. The Revised APP therefore presents an increase in the number of skills programmes. This has however required deferment of skills development initiatives that had previously been planned for workplace based learning programmes of a longer duration to enable focus on skills programmes which are of a shorter duration and enable focus on the skills gaps as required by the industry.

3.2.2. Prioritise short programmes to save jobs rather than full qualifications.

3.3. *Vulnerable youth and vulnerable communities assisted to gain access to education and skills development opportunities for increased employment or economic participation opportunities:*

3.3.1. Implement Special Projects for unemployed youth, rural communities and women;

3.3.2. Ensure funding for reasonable accommodation (including PPE in line with Covid-19 regulations, tools of trade and access to data); and

3.3.3. Introduce digital platforms for skills development along with the required tools and access to data.

3.4. *Support vulnerable entities hardest hit by Covid-19 pandemic:*

3.4.1. Contribute to Survival of SMME's and Informal Traders through programmes that support and build capacity of small businesses thereby enabling them to actively participate in the economy;

3.4.2. Ensure funding for reasonable accommodation including PPE in line with Covid-19 regulations;

3.4.3. Establish programmes to address skills needs that will support implementation of safety measures (Environmental Health Practitioners) within businesses hardest hit by the pandemic thereby supporting the new normal and continued business operations;

3.4.4. Establish partnerships with strategic partners (Industry, Public Sector and Education and Training Communities) to support W&R subsectors (including Spaza Shops and other Informal Traders), hardest hit by Covid-19 and the lockdown measures through implementation of Temporary Employer/Employee Relief Scheme (TERS) Programmes.

3.5. *Increased number of learners exiting from the system.*

4. W&RSETA outcomes oriented goals

The W&RSETA had identified the following Outcomes to be achieved in the 2020/21 – 2024/25 Strategic Plan implementation period which have been assessed as still relevant in the current context.

- Outcome1: Improved Operational Efficiency
- Outcome 2: An integrated career guidance strategy
- Outcome 3: Growth focused partnerships with the college system
- Outcome 4: Sector responsive research conducted
- Outcome 5: Increased access to wholesale and retail occupationally directed programmes
- Outcome 6: Increased skills levels within the cooperative sector and small, medium and informal business enterprises to enhance their participation in the mainstream economy
- Outcome 7: Capacitated trade unions within the W&R sector
- Outcome 8: Reduction of skills shortages in the W&R sector

The eight outcomes set in the W&RSETA Strategic Plan will enable the SETA to respond to the NSDP Outcomes as well as the key focus areas adopted by the SETA within the context of the changed operational environment brought about by the Covid-19 pandemic.

Table 1: Key Focus Areas in Response to Covid and Resultant Outcomes

KEY FOCUS AREA IN RESPONSE TO COVID	W&RSETA OUTCOMES
1. Support W&R businesses to address skills needs/shortages to enable implementation of new ways of work. 2. Job Retention	Outcome 1: Improved operational efficiency
	Outcome 4: Sector responsive research conducted
	Outcome 7: Capacitated trade unions within the W&R sector
	Outcome 8: Reduction of skills shortages in the W&R sector
3. Vulnerable youth and vulnerable communities assisted to gain access to education and skills development opportunities for increased employment opportunities 4. Increased number of learners exiting the system	Outcome 2: An integrated career guidance strategy
	Outcome 3: Growth focused partnerships with the college system
	Outcome 5: Increased access to wholesale and retail occupationally directed programmes
5. Support vulnerable entities hardest hit by Covid-19 pandemic	Outcome 6: Increased skills levels within the cooperative sector and small, medium and informal business enterprises to enhance their participation in the mainstream economy

5. Revised and deferred outputs, output indicators and targets

This section outlines Outputs, Output Indicators and Targets as part of the W&RSETA Re-prioritisation Strategy of its programmes in the APP in the wake of Covid.

Programme 1: Administration

The purpose of this Programme is to provide effective and efficient support functions within the organisation. The Programme is responsible for creating an enabling environment for the W&RSETA to deliver on its Outcomes and Outputs.

The success of this Programme over the next five years will be measured in terms of its ability to establish organisational capacity and capability that will enable a culture of high-performance and productivity, enabling delivery of the SETA's mandate. This will be attained through the deployment of robust business processes and systems, embedding effective corporate governance, strengthening oversight and compliance, as well as monitoring and evaluation capabilities for the measuring of impact of skills development interventions across the sector.

Revised Targets

OUTCOME	OUTPUT	OUTPUT INDICATOR	2020/21 TARGET	REVISED 2020/21 TARGET	RATIONALE FOR CHANGE
Outcome 1: Improved operational efficiency	Output 3: Identify, prioritise and form partnerships to address priority occupations	[1.4] Number of stakeholder sessions conducted annually to advocate for participation in skills development programmes	15 sessions	5 Sessions	In line with adjusted budget.

Deferred Targets

No other changes made on the output indicators and targets in Programme 1 and all other targets are as in the original APP.

Programme 2: Skills Planning and Research

Programme purpose

Functions falling within the ambit of this Programme include; skills planning, monitoring, evaluation, reporting and research programmes. These Programmes provide key inputs in advancing skills development in the sector.

Programme 2 implements its mandate through robust planning, improving the quality and quantity of research outputs, as well as strengthening the integrity of monitoring, evaluation and reporting on performance information.

Revised Targets

Programme 2 Outputs, Output Indicators and Targets have not been revised. Focus of research studies will be on required skills and new ways of work in the current environment (national state of disaster due to the Covid-19 pandemic); as well as post Covid-19.

Programme 3: Learning Programmes and Projects

Programme purpose

The purpose of this Programme is to contribute to addressing the Hard-to-Fill-Vacancies (HTFVs) identified in the SSP; and reducing HTFVs across the wholesale and retail sector through the provisioning of quality learning programmes. Sub programmes under this Programme include career guidance and the implementation of learnerships, apprenticeships, skills Programmes, internships, workplace based learning programmes (learnerships) and bursaries for students at TVET Colleges and Higher Education institutions.

Revised Targets

OUTCOME	OUTPUT	OUTPUT INDICATOR	2020/21 TARGET	REVISED INDICATOR	REVISED TARGET	RATIONALE FOR CHANGE
Outcome 8: Reduction of skills shortages in the W&R sector	Output 1: Research and develop a Sector Skills Plan (SSP) in reply to the sector skills demand and supply	[3.1] Number of WSPs and ATRs approved for small firms annually	4000	[3.1] % of WSPs and ATRs approved for small firms per annum	70% submissions approved	Indicator revised following a decrease in the submissions of WSPs and ATRs attributed to interrupted services due to COVID-19 lockdown restrictions.
		[3.2] Number of WSPs and ATRs approved for medium firms annually	1000	[3.2] % of WSPs and ATRs approved for medium firms per annum	70% submissions approved	Indicator revised following a decrease in the submissions of WSPs and ATRs attributed to interrupted services due to COVID-19 lockdown restrictions.
		[3.3] Number of WSPs and ATRs approved for large firms annually	500	[3.3] % of WSPs and ATRs approved for large firms per annum	70% submissions approved	Indicator revised following a decrease in the submissions of WSPs and ATRs attributed to interrupted services due to COVID-19 lockdown restrictions.
Outcome 5: Increased access to wholesale and retail occupationally directed programmes	Output 5: Facilitate and create opportunities for skills development for the employed	[3.16] Number of employed learners completing NQF 2-5 learnerships or occupational Programmes addressing Wholesale and Retail HTFVs as identified in the SSP annually	1500	N/A	500	Target revised as training activities interrupted attributed to lockdown restrictions.
		[3.17] Number of employed learners registered NQF 2-5 skills programmes or part qualifications addressing Wholesale and Retail HTFVs as identified in the SSP annually	6500	N/A	8000	Target increased to enable the SETA to address the sector's skills needs, emerging in the wake of Covid-19. Skills Programmes are of a shorter duration and will enable reskilling of employees within a shorter space of time thereby supporting an environment for further job retention.
		[3.18] Number of employed learners completing NQF 2-5 skills programmes or part qualifications addressing Wholesale and Retail HTFVs as identified in the SSP annually	3250	N/A	1000	Target revised as training activities were interrupted attributed to lockdown restrictions.

OUTCOME	OUTPUT	OUTPUT INDICATOR	2020/21 TARGET	REVISED INDICATOR	REVISED TARGET	RATIONALE FOR CHANGE
Outcome 5: Increased access to wholesale and retail occupationally directed programmes	Output 4: Facilitate innovative workplace based learning opportunities within the sector	[3.6] Number of unemployed learners registered in NQF 2-5 learnerships or occupational Programmes addressing Wholesale and Retail HTFVs as identified in the SSP annually	7000	N/A	3000	Target revised due to budget restrictions brought about by the anticipated reduced revenue and additional funding allocated for PPE and data per learner.
		[3.7] Number of unemployed learners completing NQF 2-5 learnerships or occupational Programmes addressing Wholesale and Retail HTFVs as identified in the SSP annually	3500	N/A	1 500	Target revised as training activities interrupted attributed to lockdown restrictions.
		[3.8] Number of unemployed learners registered NQF 2-5 skills programmes or part qualifications addressing Wholesale and Retail HTFVs as identified in the SSP annually	800	N/A	800	Target not revised in line with the SETA's strategy of prioritising skills programmes that address new ways of work in the wake of Covid 19.
		[3.9] Number of unemployed learners completing NQF 2-5 skills programmes or part qualifications addressing Wholesale and Retail HTFVs as identified in the SSP annually	400	N/A	200	Target revised as training activities interrupted attributed to lockdown restrictions.
	Output 13: A skilled, competent and professional work-force in the wholesale and retail sector through provision of Bursaries to W&RSETA employed and unemployed beneficiaries	[3.4] Unemployed bursaries continuing	500	N/A	2 000	Target increased to ensure provision of financial assistance to bursary holders for the full duration of a qualification.
		[3.4] Unemployed bursaries new entries	2000	N/A	1 500	Target revised to enabling an increase of funds allocated, for continuing students.
		[3.5] Number of bursars completing priority occupational qualifications	200	N/A	100	Target revised as training activities interrupted attributed to lockdown restrictions.
		[3.12] Number of learners from TVET colleges and HETs are placed in work based learning annually	1200	N/A	1 200	Target not revised in line with the SETA's strategy of prioritising programmes that address new ways of work in the wake of Covid-19.

OUTCOME	OUTPUT	OUTPUT INDICATOR	2020/21 TARGET	REVISED INDICATOR	REVISED TARGET	RATIONALE FOR CHANGE
		[3.14] Number of enrolments and completions in workplace based learning programmes for graduate internships addressing wholesale and retail HTFVs as identified in the SSP annually	1200 entered 350 completing	N/A	600 entered 200 completing	Target revised as training activities interrupted attributed to lockdown restrictions.
	Output 9: Provide skills development support to, SMMEs, Cooperatives and Informal traders participate in the mainstream economy.	[3.26] Number of Small and Medium Enterprises supported to participate in W&RSETA skills development interventions annually	2400	N/A	2400	Target not revised, kept in line with the SETA's strategy of prioritising programmes that supports and build capacity of small businesses to actively participate in the economy.
		[3.27] Number of Informal traders and micro enterprises participating in W&RSETA capacitation workshops annually	2400	N/A	2400	Target not revised, kept in line with the SETA's strategy of prioritizing programmes that support W&R subsectors (including Spaza Shops and Informal Traders), hardest hit by Covid-19 and the lockdown measures.
		[3.28] Number of people trained annually on Entrepreneurship Development Programmes to enable them to start their own businesses or grow their existing businesses	100	N/A	200	Target increased to benefit more young people in line with the SETA's strategy of prioritising programmes for the upliftment of vulnerable youth and vulnerable communities to ensure their participation in the economy.
		[3.29] Number of Cooperatives supported in order to participate in mainstream economy annually	20	N/A	20	Target not revised, kept in line with the SETA's strategy of prioritizing programmes that supports and build capacity of small businesses to actively participate in the economy.
		[3.30] Number of CBOs, NGOs and NPOs supported in order to participate in mainstream economy annually	100	N/A	100	Target not revised, kept in line with the SETA's strategy of prioritising programmes for the upliftment of vulnerable youth and vulnerable communities to ensure their participation in the economy.
Outcome 7: Capacitated trade unions within the W&R sector	Output 10: Facilitate and create the potential for collaborations in support of worker-initiated Programmes at retail workplaces	[3.31] Number of trade union beneficiaries supported to enter and complete capacitation Programmes annually	800	N/A	800	Target not revised in line with the SETA's objective of skilling union members in relation to Covid-19 regulations and the implementation thereof in the workplace thus ensuring compliance in the workplace.

Deferred Targets

OUTCOME	OUTPUT	OUTPUT INDICATOR	2020/21 TARGET	REVISED INDICATOR	REVISED TARGET	COMMENTS
Outcome 8: Reduction of skills shortages in the W&R sector	Output 13: A skilled, competent and professional workforce in the wholesale and retail sector through provision of Bursaries to W&RSETA employed and unemployed beneficiaries	[3.4] Number of new entries and continuing students awarded bursaries annually for studies in priority occupations resulting in demand driven qualifications	1250 Employed Bursaries (New Entry) Level 5-8	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
			100 Retail Management Development Programme (RMDP)	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
			60 workers enrolled in International Leadership Development Programme (ILDLP)	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
			10 Masters/ PHD New Entries	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
			1 250 Employed Bursaries (New Entry) Level 5-8	N/A		Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
Outcome 5: Increased access to wholesale and retail occupationally directed programmes	Output 4: Facilitate innovative workplace-based learning opportunities within the sector	[3.11] Number of learners participating in Candidacy Programmes annually through partnerships with professional bodies/ institutions	100	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
		[3.15] Number of employed learners registered in NQF 2-5 learnerships or occupational Programmes addressing Wholesale and Retail HTFVs as identified in the SSP annually	3500	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
	Output 5: Facilitate and create opportunities for skills development for the employed	[3.19] Number of employed learners registered on RPL learning programmes annually	200	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy

OUTCOME	OUTPUT	OUTPUT INDICATOR	2020/21 TARGET	REVISED INDICATOR	REVISED TARGET	COMMENTS
		[3.21] Number of employed learners registered on NQF 1 Learnership (AET) annually	1000	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
		[3.22] Number of employed learners completing NQF 1 Learnership (AET) annually	920	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
		[3.23] Number of artisans/technicians enrolled annually	200	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
		[3.24] Number of artisans/technicians completing annually	100	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
Outcome 2: An integrated career guidance strategy	Output 11: Develop and support an integrated career guidance and development strategy	[3.32] Number of career development exhibitions annually in urban areas on occupations in high demand	100	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
		[3.33] Number of career development exhibitions annually in rural areas on occupations in high demand	100	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
		[3.34] Number of career development practitioners trained annually	10	N/A	0	Target deferred to the outlying years in the MTEF period as part of the SETA's reprioritisation strategy
		[3.35] Life Orientation Educators capacitated in use of the career guide annually	400	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
		[3.36] Number of learners/unemployed persons assisted to access W&RSETA opportunities annually	500	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy

Programme 4: Quality Assurance

Programme Purpose

The purpose of this Programme is to execute the QCTO delegated quality assurance functions with regards to the accreditation of training providers, registration of assessors, facilitators and moderators, evaluating of assessments and facilitation of moderation including certification of learners as proof of successful completion of the 'historical' unit standard based qualification, until 2024.

Programme 4 contributes to the SETA's Outcome 3 "Growth focused partnerships with the college system" and has a total of 14 indicators to enable achievement of Outcome 3 and Outputs 3, 7 and 8. Indicators that are unchanged and will be implemented in 2020/21 are:

- 4.1 (partnerships formed with higher education institutions offering retail qualifications);
- 4.2 (A W&RSETA model is developed for centres of specialisation for the sector);
- 4.5 (Working groups established annually for the sector curriculum review);
- 4.8 (TVETs supported to become assessment centres for Retail occupational programmes);
- 4.9 (Number of TVET colleges where the SETA has a presence);
- 4.10 (needs analysis study on the CET sector); and
- 4.12 T: 4.12.3 (College Infrastructure Development)

Revised Indicator

The indicator below has been revised in line with the SETA's prioritization strategy which includes establishing and fostering stronger, growth focused partnerships with TVET Colleges.

OUTCOME	OUTPUT	OUTPUT INDICATOR	2020/21 TARGET	REVISED INDICATOR	REVISED TARGET	COMMENTS
Outcome 3: Growth focused partnerships with the college system	Output 8: Assist CET colleges to increase capacity to offer retail and related programmes	[4.12] Number of CET colleges supported annually with learning material, institutional capacitation and infrastructure development	3 CET Colleges supported with Learning Material target 3 CET Colleges supported with Institutional Capacitation 3 CET Colleges supported with Infrastructure development	[4.12] Number of CET colleges supported annually with infrastructure development	3	Learning Material and Institutional Capacitation Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy

Deferred Targets

The seven indicators listed in the table below have been deferred to 2021/22 and 2022/23.

OUTCOME	OUTPUT	OUTPUT INDICATOR	2020/21 TARGET	REVISED INDICATOR	REVISED TARGET	COMMENTS
Outcome 3: Growth focused partnerships with the college system	Output 7: Assist public colleges to increase capacity to offer retail and related learning programmes	[4.4] Number of TVET colleges supported through capacitation workshops and/ provision of equipment, in implementing occupationally directed programmes annually	3	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
		[4.6] Number of lecturers registered for capacitation to offer NCV Retail subjects annually	20	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
		[4.7] Number of lecturers certificated to offer NCV Retail subjects annually	18	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
	Output 8: Assist CET colleges to increase capacity to offer retail and related programmes	[4.13] Number of CET College Lecturers registered on Lecturer Development Programmes annually	3	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
		[4.12] Number of CET colleges supported annually with learning material, institutional capacitation and infrastructure development	3	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy
		[4.14] Number of CET College Managers registered on Management Development programmes annually	3	N/A	0	Target deferred to 2021/22 and 2022/23 as part of the SETA's reprioritisation strategy

6. Updated key risks

Table 2: Key Risks and Mitigation Factors (APP)

OUTCOME	KEY RISK	RISK MITIGATION
Outcome 1: Improved operational efficiency	Rigid internal operational systems that do not support business, resulting in poor overall performance	<ul style="list-style-type: none"> Contracts of employees to be based on overall performance rather than narrowly defined roles and responsibilities Target owners should be more flexible towards embracing change; and communicating it to their subordinates Ensuring that SLAs between departments are adhered to within each financial year
Outcome 2: An integrated career guidance Programme	Inadequate and/incomplete engagement with schools	A well-distributed career development Programme that's integrated to the school system's calendar
Outcome 3: Growth focused partnerships with the College system	Inadequate engagement process with the public College system	<p>W&RSETA to timeously commence engagement processes at TVET and CET colleges to ensure:</p> <ul style="list-style-type: none"> Local W&RSETA offices at colleges are fully supported Timeous submissions of bursary applications are made Centres of specialisation are fully supported HDI learners are prioritised
Outcome 4: Sector responsive research conducted	Inadequate stakeholder engagement exercise	<p>Extensive stakeholder engagement to be conducted to ensure the most accurate information on the performance environment is obtained. These stakeholders will involve:</p> <ul style="list-style-type: none"> Employees, management & other internal stakeholders Experts in the W&R sector Labour Unions Employer unions Other external stakeholders
Outcome 5: Increased access to wholesale and retail occupationally directed programmes	Resource and capacity challenges due to COVID-19 and other unforeseen business disruptions	<ul style="list-style-type: none"> Reprioritise resources based on the Business Continuity Plan to ensure appropriate allocation throughout the organisation Investment into new technology and constant update to the operational mechanism to ensure relevant skills development programmes are funded Continuous evaluation of implementation plans to ensure alignment between provided programmes and skills demand Management to reprioritise available resources to focus adequate attention on critical functions due to the pandemic disruption and other business risks which the sector is exposed to. The W&RSETA to finalise the process of appointing other key personnel to drive critical processes which will enable efficiency.

OUTCOME	KEY RISK	RISK MITIGATION
Outcome 6: Increased skills levels within the cooperative sector and small, medium and informal business enterprises to enhance their participation in the mainstream economy	Team capacity and capability constraints Funding for new initiatives	<ul style="list-style-type: none"> The W&RSETA should ensure that the right people are appointed at the right posts; doing the right things Work should be appropriately allocated throughout the organisation The SILO working system should be replaced by a project-based working system Enter into partnerships with potential funders.
Outcome 7: Capacitated trade unions within the W&R sector	Limited stakeholder participation levels	<ul style="list-style-type: none"> W&RSETA to maintain open engagements with Labour Unions Teams working in supporting worker-initiated Programmes should be well capacitated
Outcome 8: Reduction of skills shortages in the W&R sector	Possible mismatches between skills demand in the sector and Programmes provided	<ul style="list-style-type: none"> Continuous evaluation of implementation to ensure alignment between skills demand and Programmes provided Investment into research and constant update to the curriculum to ensure relevant skills development programmes are funded Targets will be constantly revised based on SSP research evidence for each financial year

7. Budget revision 2020/21 financial year

7.1. Revised Budget

MTEF Estimates 2020/21 to 2022/23 Consolidated budget								
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Financial Performance data	Audited Outcome/			Approved Budget	Medium Term Estimates			
R thousand	2016/17	2017/18	2018/19	2019/20	2020/21	Revised 2020/21	2021/22	2022/23
Revenue								
Non-tax revenue	93 051	114 806	160 443	72 153	131 066	131 066	139 278	134 547
Interest income	90 304	113 738	157 320	72 153	131 066	131 066	139 278	134 547
Other	2 747	1068	3123					
Transfers received	966 972	1 096 757	1 147 013	1 139 272	1 310 655	720 860	1 399 780	1 494 965
Administration Grant (10.5%)	121 225	135 731	143 068	145 300	163 799	90 089	174 937	186 833

MTEF Estimates 2020/21 to 2022/23 Consolidated budget								
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Financial Performance data	Audited Outcome/			Approved Budget	Medium Term Estimates			
R thousand	2016/17	2017/18	2018/19	2019/20	2020/21	Revised 2020/21	2021/22	2022/23
Mandatory Grant (20%)	232 965	259 736	271 330	276 763	310 646	170 855	331 770	354 330
Discretionary Grant (49,5%)	569 981	638 588	675 866	684 987	773 799	425 589	826 417	882 614
Penalties and interest on levies	42 801	62 702	56 749	32 222	62 412	34 327	66 656	71 189
Total revenue	1 060 023	1 211 563	1 307 456	1 211 425	1 441 721	851 926	1 539 058	1 629 512
Expenses								
Current expenses	114 675	129 662	146 137	145 300	163 799	142 302	174 937	186 833
Compensation of employees	55 398	68 600	77 778	75 259	70 566	71 331	76 212	82 156
Goods and services	57 758	57 758	64 470	66 552	85 232	64 971	89 920	94 417
Depreciation	1 519	3 304	3 889	3 489	8 000	6 000	8 805	10 260
Transfers and subsidies	497 002	732 912	721 600	1 634 439	1 277 922	1 130 395	1 364 121	1 442 679
Transfers and subsidies excluding project costs				1 538 968	1 170 505	1 030 714	1 248 685	1 318 918
- Compensation of employees				73 687	84 435	77 740	91 190	98 302
- Other Project Expenses			20 688	21 784	22 983	21 941	24 247	25 459
Total expenses	611 677	862 574	867 737	1 779 739	1 441 721	1 272 697	1 539 058	1 629 512
Surplus / (Deficit)	448 346	348 989	439 719	(568 314)	-	(420 771)	-	-
Revenue Breakdown per Grant Category								
Total Revenue Budget	1 060 023	1 214 323	1 307 456	1 211 425	1 441 721	851 926	1 539 058	1 629 512
1. Administration Grant (10.5%)	121 225	135 731	143 068	145 300	163 799	90 089	174 937	186 833
2. Mandatory Grant (20%)	232 965	259 736	270 894	276 763	310 646	170 855	331 770	354 330
3. Discretionary Grant (49,5%)	569 981	638 588	675 866	684 987	773 799	425 589	826 417	882 614
4. Other income	135 852	180 268	217 628	104 375	193 478	165 392	205 934	205 736

MTEF Estimates 2020/21 to 2022/23 Consolidated budget								
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Financial Performance data	Audited Outcome/			Approved Budget	Medium Term Estimates			
R thousand	2016/17	2017/18	2018/19	2019/20	2020/21	Revised 2020/21	2021/22	2022/23
Expense Breakdown per Grant Category								
Total Expenditure Budget	611 677	827 376	867 737	1 779 739	1 441 721	1 272 697	1 539 058	1 629 512
1. Administration Grant (10%)	110 101	121 391	139 177	138 381	155 938	134 456	166 644	178 084
2. QCTO (0.5%)	4 574	5 375	6 959	6 919	7 860	7 846	8 292	8 749
3. Mandatory Grant (20%)	165 608	186 979	193 690	207 572	310 646	170 855	331 770	354 330
4. Discretionary Grant (49.5%)	265 115	410 904	422 329	789 362	967 277	959 540	1 032 352	1 088 349
4.1 Project Expenses (7.5% Admin)				95 471	107 417	99 681	115 436	123 761
- Compensation of employees				73 687	84 435	77 740	91 190	98 302
- Other Project Expenses			20 688	21 784	22 983	21 941	24 247	25 459
4.2 Discretionary Grant: Pivotal (80%+ of 49,5%)	265 115	410 904	422 329	1 280 652	687 887	687 887	733 532	771 670
4.3 Discretionary Grant: Various Projects (20%- of 49.5%)	66 279	102 727	105 582	48 583	171 972	171 972	183 383	192 918

	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Financial Performance data	Audited Outcome/			Approved Budget	Medium Term Estimates			
R thousand	2016/17	2017/18	2018/19	2019/20	2020/21	Revised 2020/21	2021/22	2022/23
Programme 1: Administration	114 675	129 662	146 137	145 300	163 799	142 302	174 937	186 833
1.1 Compensation of employees	55 398	68 600	77 778	75 259	70 566	71 331	76 212	82 156
1.2 Good and services	57 758	57 758	64 470	66 552	85 232	64 971	89 920	94 417
1.3 Depreciation	1 519	3 304	3 889	3 489	8 000	6 000	8 805	10 260

	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Financial Performance data	Audited Outcome/			Approved Budget	Medium Term Estimates			
R thousand	2016/17	2017/18	2018/19	2019/20	2020/21	Revised 2020/21	2021/22	2022/23
Programme 2: Skills Planning	169 608	194 772	202 262	218 322	324 778	184 773	346 330	359 312
2. Project Expenses	300	584	642	750	3 576	3 361	3 644	4 163
2.1 Research (Chairs and SOE's)	3 074	5 637	6 201	6 000	6 336	6 336	6 697	502
2.2 Sector Skills Plans	626	1 572	1 729	4 000	4 220	4 220	4 220	317
2.3 Work Skills Plans and Annual Training Reports (Mandatory Grant)	165 608	186 979	193 690	207 572	310 646	170 855	331 770	354 330
Programme 3: Learning Programmes and Projects	325 811	504 537	494 332	1 378 284	901 710	895 018	961 924	1 024 287
3. Project Expenses	25 587	24 182	43 109	96 159	106 537	100 145	109 378	122 736
3.1 Implementation of learning Programmes per NSDS goals	280 737	455 020	423 354	1 261 075	773 202	773 202	830 294	899 881
3.2 Special projects (including partnerships)	10 564	14 500	15 950	15 120	15 120	15 120	15 120	1 134
3.3 Monitoring, Evaluation and Reporting	3 727	835	919	-	-	-	-	-
3.4 Career and vocational guidance	5 196	10 000	11 000	5 930	6 851	6 551	7 132	535
Programme 4: Quality Assurance	3 037	1 301	25 007	37 833	51 435	50 604	55 868	59 080
4. Project Expenses	228	98	1 876	2 640	13 837	13 006	14 944	16 109
4.1 Provider Accreditations	36	-	6 629	17 269	18 688	18 688	20 974	22 023
4.2 Learning Programmes	185	293	-	-	-	-	-	-
4.3 Certifications	-	-	-	-	-	-	-	-
4.4 Qualification Development	2 588	910	16 502	17 924	18 910	18 910	19 950	20 948
Total expense	611 677	827 376	867 737	1 779 739	1 441 721	1 272 697	1 539 058	1 629 512

7.2. Background

The COVID-19 pandemic has affected all organisations and the W&RSETA is with no exception adversely impacted by the financial and economic consequence brought about by this virus. The Minister of Finance; Honourable Tito Mboweni, in his address to parliament delivering the supplementary budget for the 2020 states the following:

“Most of our energies and resources have been focused on the COVID-19 pandemic. We have quickly adopted temporary countercyclical fiscal and monetary policy measures. After the storm ends, we must work just as quickly to emerge with a sustainable fiscal. COVID-19 has turned the global economy upside down. In the February Budget, we expected that the global economy would expand by 3.3 per cent in 2020. We now expect a global contraction of 5.2 per cent this year. This will bring about the broadest collapse in per capita incomes since 1870. Throughout the world, tens of millions of workers have lost their jobs. South African unemployment increased by one percentage point, reaching 30.1 per cent in the first three months of this year.

The South African economy is now expected to contract by 7.2 per cent in 2020. This is the largest contraction in nearly 90 years. Inflation will likely register 3 per cent in 2020, in line with the outcome of this morning. Commodity price increases and a weaker oil price have softened the blow, but as a small open economy reliant on exports we have been hit hard by both the collapse in global demand and the restrictions to economic activity.”

It is with this backdrop that the W&SETA has assessed the impact of COVID-19 in relation to its financial position and has immediately adopted measures to pro-actively manage the related risks. One of the tools to mitigate against the risk is to ensure that we revise the W&RSETA budget and ensure that, despite the odds, the W&RSETA continues to deliver its mandate in the most economical way.

7.3. 2020/21 Budget analysis and impact of Covid-19

In revising the budget, it is important that a reflection is made on key assumptions that informed the W&RSETA's budget for the 2020/21 financial year. Overall W&RSETA revenue for the 2020/21 financial year was budgeted to increase by 7% from the 2019/20 baseline estimate. This increment was arrived at after taking the following factors into account:

- a) Based on historical data, levy income has increased by 12% in 17/18 and by 5% in 2018/19.
- b) The South African and global economies are experiencing a slow economic recovery and this is affecting the Wholesale and Retail Sector.
- c) Unemployment in the country continues to be high and the 4th Industrial Revolution is likely to negatively impact salary costs in the medium term.
- d) CPI is expected to remain within the SARB inflation target of 3% to 6% and therefore cost of living adjustments for annual salary increments are likely to remain above CPI for the sector.

It is evident that original budget estimate will not materialise and that the W&RSETA must revise its budget estimate in order to ensure sound economical managing of the resources available.

7.4. W&RSETA sources of funding and revised revenue estimate

7.4.1 Sources of Funding

The W&RSETA funds its operations and mandate mainly through two sources, namely;

- a) Annual Skills Development Levy Income: The W&RSETA primarily generates its revenue from the Skills Development Levies (SDL) in accordance with the Skills Development Levy Act and Skills Development Act. In terms of the SETA Grant Regulations, revenue is appropriated into three reporting segments namely the Discretionary, Mandatory and Administrative Grants. Consistent with these regulations the W&RSETA reports its financial performance for each of these reporting segments.
- b) Accumulated Cash reserves: These are prior year SDL that are contracted to various stakeholders in the sector in order to enable the fulfillment of contractual milestones. Interest is earned on these cash reserves through various investment in low risk vehicles and also funds are injected back to the system through write backs and withdrawal. SETA interventions can be implemented for a duration ranging from a week to 3 years. As at 31 March 2020 SETA reserves amounted to R2,58bn and interest of R180 million was earned during the 19/20 financial year from these accumulated reserves.

In addressing the financial challenges faced by the W&RSETA during the current year both sources of funding have been considered in order to ensure sustainability of operations.

7.4.2 Revised Revenue Estimate 2020/21

The annual budget estimates for the current year (20/21) are expected to significantly reduce by 41% from R1.44bn (approved APP budget) to R851 million (revised budget estimate). The following factors have been taken into account in arriving at this revised budget estimate:

- General impact of COVID-19 on macro-economic activity as well as the Wholesale and Retail Sector. An average reduction of 10% to the overall sector wage bill has been provisionally used. The implication of this is that the SETA expects, instead of a 7% increase, revenue will reduce by 10% when compared to the 19/20 baseline, this is also compounded by the fact that the 90% of employers are small and they will be hard hit by the lockdown.
- Rating agency Moody's has cut South Africa's sovereign credit rating to sub investment grade, meaning the country now has a junk rating from all three major international rating agencies. The downgrade comes on the same day that South Africa entered a 21-day national lockdown in an effort to slow the spread of the coronavirus pandemic.
- South Africa is already facing record-high unemployment, while the economy slumped into its second recession in two years in the last quarter of 2019.
- SA's GDP is likely to decline further in the second quarter of 2020 as the full economic impact of the coronavirus becomes clear.
- Businesses are implementing a range of measures to cope with the impact of the pandemic on their workforce, including decreasing working hours and laying off staff in the short term.
- The President of the Republic of South Africa announced further economic and social measures in response to the COVID-19 Pandemic on 21 April 2020. These include, amongst others, the introduction of a 4-month holiday for companies' skills development levy contributions.

7.5. Financial Implications of COVID-19 on W&RSETA Budget 2020/21

The table below illustrates the financial implications of COVID-19 as follows:

	R'000	R'000	R'000	R'000	R'000	
Financial Performance data	Historic Information		Current year			
R thousand	2018/19	2019/20	Approved Budget 2020/21	Budget Adjustment	Revised budget 20/21	% Change/ Adjustment
Revenue						
Non-tax revenue	160,443	72,153	131,066	-	131,066	0%
Interest income	157,320	72,153	131,066	-	131,066	0%
Other	3,123			-		0%

Transfers received	1,147,013	1,139,272	1,310,655	(589,795)	720,860	-45%
Administration Grant (10.5%)	143,068	145,300	163,799	(73,709)	90,089	-45%
Mandatory Grant (20%)	271,330	276,763	310,646	(139,791)	170,855	-45%
Discretionary Grant (49.5%)	675,866	684,987	773,799	(348,210)	425,589	-45%
Penalties and interest on levies	56,749	32,222	62,412	(28,085)	34,327	-45%
Total revenue	1,307,456	1,211,425	1,441,721	(589,795)	851,926	-41%

7.6. W&RSETA Expenditure Estimates and Assumptions

Expenditure assumptions and principles

The following assumption have been incorporated in estimating the expenditure for the 2020/21 financial year

a) Employees costs

- Annual salary increment was revised down from an average of 8.1% per the APP approved budget, to 5.5%;
- No bonus provision will be made for the 2020/21 financial year. This position might be revised should there be a material change to the economic landscape.
- The net impact of these changes is expected to result to a saving of R12 million in 2020/21 (8%).

	Current year			
Compensation of employees	Approved Budget 2020/21	Budget Adjustment	Revised budget 20/21	% Change/ Adjustment
Funded from Administrative Grant	70,566	(5,596)	64,971	-8%
Funded from Discretionary Grant	84,435	(6,695)	77,740	-8%
	155,001	(12,291)	142,711	-8%

b) Goods and services

- It is expected that good and service which is used to fund other administrative costs (excluding salaries) will be reduced by 18%;
- The costs savings will materialise the newly negotiated lease agreements whereby the SETA has insisted to rental reduction and/or reduction to tenant installation costs;
- Office consumable and other expenses linked to physical attendance to work by employees will be an area of significant cost saving;

- IT costs are also expected to reduce by at least 20% as some of the initial costs associated with development will be reduced.
 - A detailed breakdown of these costs is attached with the proposed revisions per expenditure type.
- c) Mandatory Grants are expected to reduce by 45% in line with the estimated reduction to levy income during the year.
- d) Discretionary Grant expenditure is expected to remain unchanged during the financial year. Despite the economic down turn and the impact of COVID-19 on skills development, it is expected that overall expenditure on DG will not be materially affected. This shows the SETA's commitment to drive Skills development and to be responsive to the Sector's needs. It is also worth noting that the SETA for the first time in 3 financial years (in 19/20) was able to increase its expenditure to equal DG income (this translates to a 60%) increase. Refer to section 1 of this Annual Performance Plan for COVID-19 interventions.

7.7. Proposed funding of budget shortfalls

The SETA's highly regulated and the SETA Grant regulation prescribe the percentage allocation for each segment. It is for this reason that the proposed solutions must be compliant with the Regulations and be specific to each reporting segment. The proposed changes will result to expenditure exceeding the budget by R421 million as follows:

	R'000	R'000	R'000	R'000	R'000	
Financial Performance data	Historic Information		Current year			
R thousand	2018/19	2019/20	Approved Budget 2020/21	Budget Adjustment	Revised budget 20/21	% Change/ Adjustment
Revenue						
Non-tax revenue	160,443	72,153	131,066	-	131,066	0%
Interest income	157,320	72,153	131,066	-	131,066	0%
Other	3,123			-		0%
Transfers received	1,147,013	1,139,272	1,310,655	(589,795)	720,860	-45%
Administration Grant (10.5%)	143,068	145,300	163,799	(73,709)	90,089	-45%
Mandatory Grant (20%)	271,330	276,763	310,646	(139,791)	170,855	-45%
Discretionary Grant (49.5%)	675,866	684,987	773,799	(348,210)	425,589	-45%
Penalties and interest on levies	56,749	32,222	62,412	(28,085)	34,327	-45%
Total revenue	1,307,456	1,211,425	1,441,721	(589,795)	851,926	-41%

Expenses						
1. ADMINISTRATIVE EXPENSES 10.5%	144,864	145,421	163,799	(21,496)	142,302	-13%
1.1 General expenses	56,135	59,222	77,386	(13,901)	63,485	-18%
1.2 QCTO (0.5%)	7,062	7,450	7,846	-	7,846	0%
1.3 Compensation of employees	77,778	75,259	70,566	(5,596)	64,971	-8%
1.4 Depreciation	3,889	3,489	8,000	(2,000)	6,000	-25%
2. MANDATORY GRANT EXPENSE (20%)	193,690	207,572	310,646	(139,791)	170,855	-45%
3. TOTAL DISCRETIONARY GRANT (49.5%)	527,911	1,329,235	967,276	(6,795)	959,540	-8%
3.1 Project Expenses (7.5% Admin)			106,476	(6,795)	99,681	-6%
3.1.1 Compensation of employees			84,435	(6,795)	77,740	-8%
3.1.2 Other Project Expenses			22,041	(100)	21,941	0%
3.2 Discretionary Grant: Pivotal (80%+ of 49.5%)	422,329	1,280,652	687,887	-	687,887	0%
3.3 Discretionary Grant: Various Projects (20%)	105,582	48,583	172,913	-	171,972	0%
Total expenses	866,465	1,682,228	1,441,720	(168,082)	1,272,697	-12%
Surplus / (Deficit)	440,991	(470,803)	0	(421,713)	(420,771)	100%

7.7.1 Administrative Grant deficit of R52.2million

R thousand	2018/19	2019/20	Approved Budget 2020/21	Budget Adjustment	Revised budget 20/21	% Change/ Adjustment
1. ADMINISTRATIVE EXPENSES 10.5%						
Total revenue	143,068	145,300	163,799	(73,709)	90,089	-45%
Total expenses	144,864	145,421	163,799	(21,496)	142,302	-13%
Surplus / (Deficit)	(1,796)	(121)	0	(52,213)	(52,213)	100%

The SETA is expected to realise a deficit of R52.2 million to its administrative budget. Further cost reductions are not feasible as our cost structure relatively fixed in nature and variable expenses are not material. Further reductions to these operational costs is likely to adversely affect service delivery and operations of the SETA.

How budget deficits/shortfall has been addressed

DHET has been requested to approve a deviation for the W&RSETA to exceed the 10.5% limit for administrative costs by an amount of R52.2 million. This cost will be recovered from accumulated reserves and will mainly be covered by the interest income generated from these funds. Therefore, no additional funds are required from the National fiscus and the shortfall will be funded from accumulated cash reserves.

7.7.2 Discretionary Grant deficit of R368 million

3. TOTAL DISCRETIONARY GRANT (49.5%)	2018/19	2019/20	Approved Budget 2020/21	Budget Adjustment	Revised budget 20/21	% Change/ Adjustment
Total revenue	893,058	789,362	967,277	(376,295)	590,982	-39%
Total expenses	527,911	1,329,235	967,276	(6,795)	959,540	-1%
Surplus / (Deficit)	365,147	(539,873)	0	(369,500)	(368,558)	100%

The SETA is expected to realize a deficit of R368 million to its administrative budget. The deficit will contribute directly to Sector as the SETA will trough the DG deliver on its mandate. Another benefit is that as deficit will ensure that the SETA starts to reduce its historic cash reserves while improving organisational performance.

How Budget Deficits/Shortfall has been Addressed

The budget deficit of R368 million will be funded from the accumulated cash reserves of the W&RSETA.

7.7.3 Mandatory Grant (break-even)

3. TOTAL DISCRETIONARY GRANT (49.5%)	2018/19	2019/20	Approved Budget 2020/21	Budget Adjustment	Revised budget 20/21	% Change/ Adjustment
2. MANDATORY GRANT EXPENSE (20%)						
Total revenue	271,330	276,763	310,646	(139,791)	170,855	-45%
Total expenses	193,690	207,572	310,646	(139,791)	170,855	-45%
Surplus / (Deficit)	77,640	69,191	-	-	-	100%

The SETA is expecting to break even and thus no shortfall will require additional funding.

8. OFFICIAL SIGN-OFF

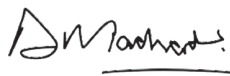
It is hereby certified that the revision of the W&RSETA Strategic Plan and Annual Performance Plan

- Effected by the management of the W&RSETA under the guidance of the W&RSETA Accounting Authority.
- Takes into account all the relevant policies, legislation and other mandates for which the W&RSETA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs, the W&RSETA will endeavour to achieve over the period 2020/21.



SUNSHINE NGCOBO

**CHIEF CORPORATE SERVICES (PROGRAMME 1)
(ADMINISTRATION)**



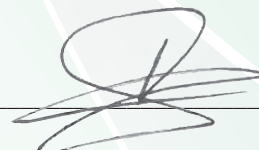
DEBBIE MACHARD

**EXECUTIVE: STRATEGIC PLANNING, PERFORMANCE
AND EVALUATION (PROGRAMME 2)**



NTOMBI DLUDLA

CHIEF OPERATIONS OFFICER (PROGRAMME 3 AND 4)



LWAZI KUSE

CHIEF FINANCIAL OFFICER



BRIDGETTE ZWANE

SENIOR MANAGER (PERFORMANCE AND REPORTING)



TOM MKHWANAZI

CHIEF EXECUTIVE OFFICER



REGGIE SIBIYA

CHAIRPERSON OF THE W&RSETA ACCOUNTING AUTHORITY

Approved by

EXECUTIVE AUTHORITY

SIGNATURE _____

SECTION B: 2020/21 ANNUAL PERFORMANCE PLAN (REVISED)

Programme 1: Administration

Indicators, Annual and quarterly targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
Outcome 1: Improved operational efficiency	Output 2: Allocate resources to implement Programmes aligned to the SSP, SP and APP	[1.1] Percentage of levy resources directed towards high level skills by 31 March 2021	20%	-	-	-	20%
		[1.2] Percentage of levy resources directed towards intermediate level skills by 31 March 2021	15%	-	-	-	15%
		[1.3] Percentage of levy resources directed towards elementary level skills by 31 March 2021	65%	-	-	-	65%
	Output 3: Identify, prioritise and form partnerships to address priority occupations	[1.4] Number of stakeholder sessions conducted annually to advocate for participation in skills development programmes	5 sessions	0	1 sessions	2	2
	Output 12: Efficient and effective use of resources to ensure good governance, compliance with laws and regulations and excellent service delivery	[1.5] % Implementation of approved structure	90% implementation of approved structure	-	-	-	90% implementation of approved structure
		[1.6] Percentage reduction of manual processes resulting in the efficient and optimised W&RSETA business operational and transactional processes	80% reduction in manual processes	20% reduction in manual processes	20% reduction in manual processes	20% reduction in manual processes	20% reduction in manual processes
		[1.7] Improved audit opinion during the period 1 April 2020 to 31 March 2021	Unqualified audit opinion	n/a	Un-qualified audit opinion	n/a	n/a

Risks and Mitigation

RISKS	MITIGATING FACTOR
Non operationalisation of the approved Delivery Model	Conclude the OD process before March 2020
ERP Functionality by end of March 2020	Proper monitoring and follow-up of capacity
Non-adherence to Regulatory Compliance	Ensure capacity in the Legal function

Programme 2: Skills Planning and Research

Indicators, Annual and Quarterly Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
Outcome 4: Sector responsive research conducted	Output 1: Research and develop a Sector Skills Plan (SSP) in response to the sector skills demand and supply	[2.1] Board approved SSP annually	1	-	-	1	-
		[2.2] Board approved SP /APP annually	1	-	-	1	-
	Output 3: Identify, prioritise and form partnerships to address priority occupations.	[2.3] Number of Memorandums of Understanding signed with strategic partners addressing sector needs, annually	4	-	-	2	2
		[2.4] Number of research interventions responding to strategic partnerships with National and International institutions annually	2	-	-	-	2
	Output 6: Facilitate access and provide support for interventions towards occupationally directed learning programmes.	[2.5] Number of research reports completed annually	2	-	-	-	2
		[2.6] Number of occupationally directed tracer, evaluation and impact study reports completed annually,	2	-	-	-	2

Risks and Mitigation

RISKS	MITIGATING FACTOR
Delays in project closure hamper impact studies	Invest in a credible Project Management System
Inadequate internal and external resources	Establish partnerships in research
Limited Stakeholder Participation per subsector	Develop and communicate a Service Delivery Charter and Improvement Plan Develop and implement stakeholder management strategy
Delays in the OD project	Monitored Project Plan and Consultation
Changes in leadership and governance	Transfer to DHET

Programme 3: Learning Programmes and Projects

Indicators, Annual and Quarterly Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
Outcome 8: Reduction of skills shortages in the W&R sector	Output 1: Research and develop a Sector Skills Plan (SSP) in reply to the sector skills demand and supply	[3.1] % of WSPs and ATRs approved for small firms per annum	70% of submissions	-	-	-	70%
		[3.2] % of WSPs and ATRs approved for medium firms per annum	70% of submissions	-	-	-	70%
		[3.3] % of WSPs and ATRs approved for large firms per annum	70% of submissions	-	-	-	70%
	Output 13: A skilled, competent and professional workforce in the wholesale and retail sector through provision of Bursaries to W&RSETA employed and unemployed beneficiaries	[3.4] Number of new entries and continuing students awarded bursaries annually for studies in priority occupations resulting in demand driven qualifications	Unemployed new entries: 1000 (Public) 500 (Private)	-	-	-	1000 500
			Continuing: 2000	-	-	-	2000
		[3.5] Number students completing bursaries annually for studies in priority occupations resulting in demand driven qualifications	Completing: 100	-	-	-	100

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
Outcome 5: Increased access to wholesale and retail occupationally directed programmes	Output 4: Facilitate innovative workplace-based learning opportunities within the sector	[3.6] Number of unemployed learners registered in NQF 2-5 learnerships or occupational Programmes addressing Wholesale and Retail HTFVs as identified in the SSP annually	3000	0	250	1500	1250
		[3.7] Number of unemployed learners completing NQF 2-5 learnerships or occupational Programmes addressing Wholesale and Retail HTFVs as identified in the SSP annually	1500	0	0	500	1000
	Output 4: Facilitate innovative workplace-based learning opportunities within the sector	[3.8] Number of unemployed learners registered on NQF 2 to 5 skills Programmes or part qualifications addressing Wholesale and Retail HTFVs as identified in the SSP annually	800	0	100	300	400
		[3.9] Number of unemployed learners complete NQF 2 to 5 skills Programmes or part qualifications addressing Wholesale and Retail HTFVs as identified in the SSP annually	200	0	50	100	50
		[3.10] A needs analysis report on candidacy Programmes in demand compiled by the 3 rd quarter of 2020	1	-	-	1	-
		[3.11] Number of unemployed learners enrolled and completing Candidacy Programmes annually	Deferred to 21/22 and 22/23	0	0	0	0
	Output 4: Facilitate innovative workplace-based learning opportunities within the sector	[3.12] Number of learners from TVET colleges and HETs placed in workplace based learning, annually	600 Degree 600 Diploma	0	0	600	600
		[3.13] Number of partnerships with TVET colleges and HETs for workplace opportunities, annually	10	0	3	3	4
		[3.14] Number of enrolments and completions in workplace based learning programmes for graduate internships addressing wholesale and retail HTFVs as identified in the SSP annually	Enrolled: 600	0	0	300	300
			Completed: 200	0	0	100	100

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
Outcome 5: Increased access to wholesale and retail occupationally directed programmes	Output 5: Facilitate and create opportunities for skills development for the employed	[3.15] Number of employed learners registered in NQF 2-5 learnerships or occupational Programme addressing Wholesale and Retail HTFVs as identified in the SSP annually	Deferred to 21/22 and 22/23	0	0	0	0
		[3.16] Number of employed learners completing NQF 2-5 learnerships or occupational Programmes addressing Wholesale and Retail HTFVs as identified in the SSP annually	500	0	0	250	250
		[3.17] Number of employed learners registered on NQF 2 to 5 skills Programmes or part qualifications addressing Wholesale and Retail HTFVs as identified in the SSP annually	8000	0	500	6000	1500
		[3.18] Number of employed learners complete NQF 2 to 5 skills Programmes or part qualifications addressing Wholesale and Retail HTFVs as identified in the SSP annually	1000	0	250	375	375
		[3.19] Number of employed learners registered on RPL learning programmes annually	Deferred to 21/22 and 22/23	0	0	0	0
		[3.20] Number of employed learners completing their RPL Programmes annually	50	0	0	0	50
		[3.21] Number of employed learners registered on NQF 1 Learnership (AET) annually	Deferred to 21/22 and 22/23	0	0	0	0
		[3.22] Number of employed learners completing NQF 1 Learnership (AET) per year	Deferred to 21/22 and 22/23	0	0	0	0
Outcome 8: Reduction of skills shortages in the W&R sector	Output 6: Facilitate access and provide support for interventions towards occupationally directed learning programmes.	[3.23] Number of artisans/ technicians enrolled annually	Deferred to 21/22 and 22/23	0	0	0	0
		[3.24] Number of artisans/ technicians completing annually	Deferred to 21/22 and 22/23	0	0	0	0
Outcome 5: Increased access to wholesale and retail occupationally directed programmes	Output 8: Assist CET colleges to increase capacity to offer retail and related Programmes	[3.25] Number of learners assisted to participate in skills development initiatives annually	0	0	0	0	0

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
Outcome 6: Increased skills levels within the cooperative sector and small, medium and informal business enterprises to enhance their participation in the mainstream economy	Output 9: Provide skills development support to, SMMEs, Cooperatives and Informal traders participate in the mainstream economy.	[3.26] Number of Small and Medium Enterprises supported to participate in W&RSETA skills development interventions annually	2400	0	0	1200	1200
		[3.27] Number of Informal traders and micro enterprises participating in W&RSETA capacitation workshops annually	2400	0	0	1000	1400
		[3.28] Number of people trained on Entrepreneurship Development Programmes to enable them to start their own businesses or grow their existing businesses	200	0	0	100	100
		[3.29] Number of Cooperatives supported in order to participate in mainstream economy annually	20	-	-	10	10
		[3.30] Number of CBOs, NGOs, and NPOs supported in order to participate in mainstream economy annually	100	0	0	50	50
Outcome 7: Capacitated trade unions within the W&R sector	Output 10: Facilitate and create the potential for collaborations in support of worker-initiated Programmes at retail workplaces	[3.31] Number of trade union beneficiaries supported to enter and complete capacitation Programmes annually	800	0	0	400	400
Outcome 2: An integrated career guidance strategy	Output 11: Develop and support an integrated career guidance and development strategy	[3.32] Number of career development exhibitions annually in urban areas on occupations in high demand	Deferred to 21/22 and 22/23	0	0	0	0
		[3.33] Number of career development exhibitions annually in rural areas on occupations in high demand	Deferred to 21/22 and 22/23	0	0	0	0
		[3.34] Number of career development practitioners trained annually	Deferred to 21/22 and 22/23	0	0	0	0
		[3.35] Life Orientation Educators capacitated in use of the career guide annually	Deferred to 21/22 and 22/23	0	0	0	0
		[3.36] Learners/ unemployed persons assisted to access the W&RSETA opportunities annually	Deferred to 21/22 and 22/23	0	0	0	0

Risks and Mitigation

RISKS	MITIGATING FACTOR
Insufficient resources to meet the needs of the sector (finance; people and integrated systems)	Proper timeous planning and alignment
Limited access to training in outlying/rural areas due to limited training provider base	Targeted interventions and strategy on the identified areas
SETA-Sector misalignment (targets; funding; Programmes; - limited to Top 10 national skills)	Propose the funding of top 50 PIVOTAL Programmes
Long, complicated and tedious contractual process	Automation of processes
Lack of stakeholder buy-in / stakeholder confidence in the SETA	Stakeholder Management Strategy development and implementation
Lack of stakeholder engagement or understanding of SETA processes and lack of comprehensive traditional and political needs analysis	Involvement of key role-player from the planning phases of a project
Lack of retail experience within the TVET/HET space	Programmes to build TVET capacity

Programme 4: Quality Assurance

Indicators, Annual and Quarterly Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
Outcome 3: Growth focused partnerships with the college system	Output 3: Identify, prioritise and form partnerships to address priority occupations	[4.1] Number of partnerships formed with higher education institutions offering retail qualifications annually	2	-	-	-	2
		[4.2] A W&RSETA model is developed for centres of specialisation for the W&R sector during the period 1 April 2020-31 March 2021	1	-	-	-	1
	Output 7: Assist public colleges to increase capacity to offer Retail and related learning programmes	[4.3] Number of centres of specialisation supported annually	0	-	-	-	-
		[4.4] Number of TVET colleges supported through capacitation workshops and/ provision of equipment, in implementing occupationally directed programmes annually	Deferred to 21/22 and 22/23	-	-	-	-
			Deferred to 21/22 and 22/23	-	-	-	-

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
		[4.5] Working groups established annually for the sector curriculum review	1	-	-	-	1
		[4.6] Number of lecturers registered for capacitation to offer NCV Retail subjects annually	Deferred to 21/22 and 22/23	-	-	-	-
		[4.7] Number of lecturers certificated to offer NCV Retail subjects annually	Deferred to 21/22 and 22/23	-	-	-	-
		[4.8] Number of TVETs supported to become assessment centres for Retail occupational Programmes annually	3	-	1	1	1
		[4.9] Number of TVET colleges where the SETA has a presence, annually	32	32	32	32	32
Outcome 3: Growth focused partnerships with the college system	Output 8: Assist CET colleges to increase capacity to offer retail and related Programmes	[4.10] A needs analysis study report of the CET sector is compiled during the period 1 April 2020 to 31 March 2021	1	-	-	-	1
		[4.11] Number of partnerships entered into with CET colleges after the completion of the study, annually	0	-	-	-	-
		[4.12] Number of CET colleges supported annually with learning material, institutional capacitation and infrastructure development	Deferred to 21/22 and 22/23	-	-	-	-
			Deferred to 21/22 and 22/23	-	-	-	-
			Infrastructure 7	-	-	3	4
		[4.13] Number of CET College Lecturers registered on lecturer development Programmes annually	Deferred to 21/22 and 22/23	-	-	-	-
		[4.14] Number of CET College Managers registered on Management Development programmes annually	Deferred to 21/22 and 22/23	-	-	-	-

Risks and Mitigation

RISKS	MITIGATING FACTOR
<ul style="list-style-type: none">• Lack of community expert practitioner participation in occupational qualification development	<ul style="list-style-type: none">• Capacity building and partnerships
<ul style="list-style-type: none">• Lack of readiness of CET to implement W&RSETA approved Qualifications.	<ul style="list-style-type: none">• Develop a checklist and support for compliance
<ul style="list-style-type: none">• Lack of infrastructure	<ul style="list-style-type: none">• Support through the mechanisms available in the W&RSETA Infrastructure Development Policy

SECTION C: TECHNICAL INDICATOR DESCRIPTORS (REVISED)

Programme 1: Administration

Targets [1.1]; [1.2] and [1.3]

Indicator Title	Percentage of levy resources directed towards high, intermediate and low-level skills by end of March 2021	
Definition	This target measures the amount of levy resources directed towards high, intermediate and elementary level skills to ensure participation at key skills levels and equitable distribution of levy resources	
Source of data	Audited Annual Report	
Method of Calculation / Assessment	Determine the proportion used to disburse levy resources to beneficiaries	
Means of verification	Audited Annual Report	
Assumptions	Demand for high, intermediate and low-level skills is sustained over the period 2020-21	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • 50% allocated to women • 4% allocated to people with disabilities • 12.5% allocated to people in rural areas 	
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All 9 provinces of SA • Rural and urban beneficiaries supported 	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired performance	Percentage of levy resources directed towards high, intermediate and low-level skills by 2021	
	High level skills	20%
	Intermediate level skills	15%
	Elementary level skills	65%
Indicator Responsibility	Chief Operations Officer	

Target [1.4]

Indicator Title	Number of stakeholder sessions conducted annually to advocate participation in skills development programmes	
Definition	This indicator aims to ensure that stakeholder outreach programmes are conducted to publicise the W&RSETA's programmes, advocate for participation in skills development and communicate to stakeholders the benefits of participation in W&RSETA skills development programmes	
Source of data	Attendance registers of stakeholder outreach sessions	
Method of Calculation / Assessment	Simple count of the number of stakeholder outreach sessions	
Means of verification	Attendance registers of stakeholder outreach simple	
Assumptions	Stakeholders contacted will respond and participate in W&RSETA outreach sessions	
Disaggregation of Beneficiaries (where applicable)	Not applicable	
Spatial Transformation (where applicable)	Throughout the 9 provinces of South Africa	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired performance	Number of stakeholder sessions conducted annually to advocate participation in skills development programmes	
	Stakeholder sessions	5
Indicator Responsibility	Chief of Corporate Services	

Target [1.5]

Indicator Title	% implementation of the approved structure	
Definition	The approved SETA organisational structure is implemented up to 90% throughout the organisation	
Source of data	W&RSETA vacancy list	
Method of Calculation / Assessment	Assess the percentage implementation of the approved organisational structure	
Means of verification	Head count compared to organisational structure	
Assumptions	Availability of relevant and skilled resources	

Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	90% implementation of the approved organisational structure
Indicator Responsibility	Chief Corporate Services

Target [1.6]

Indicator Title	Percentage reduction of manual processes resulting in the efficient and optimised W&RSETA business operational and transactional processes
Definition	<p>This target measures operational efficiencies that are enabled by technological capabilities which include:</p> <ul style="list-style-type: none"> • Seamless verification of Annexure 2 for all levy paying companies; • Efficient registration, verification and monitoring process; • Streamlined and optimised business processes; • Reduction of manual and fragmented stakeholder business interactions with the W&RSETA; • Provision of stable and responsive ICT environment.
Source of data	IT quarterly report on process automation
Method of Calculation / Assessment	Assess the percentage reduction of manual processes
Means of verification	Quantify the reduction of manual processes
Assumptions	ICT systems will be implemented in the organisation to ensure operational efficiency improvement
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly

Desired performance	<ul style="list-style-type: none"> Reduction of manual processes by 80% per annum
Indicator Responsibility	Chief Information Officer

Target 1.7

Indicator Title	Improved audit opinion during the period 1 April 2020 to 31 March 2021
Definition	Annual audit reports on the W&RSETA's operations reflect an improved opinion from the present 'qualified' to 'unqualified' during the period 2020/21
Source of data	Signed Auditor General report
Method of Calculation / Assessment	Determine achievement of target by assessing the Auditor General's report. An unqualified Audit opinion with no findings indicates achievement of the target
Means of verification	Signed Auditor General report
Assumptions	Internal processes are implemented while complying to all regulations as required by the Auditor General
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative (Year-End)
Reporting Cycle	Annually
Desired performance	Unqualified Audit opinion with no findings
Indicator Responsibility	Chief Financial Officer

Programme 2: Skills Planning and Research

Target [2.1]

Indicator Title	Board approved SSP annually
Definition	A board approved SSP reflective of skills requirements in different W&R subsectors is developed annually
Source of data	SSP document signed by the W&RSETA board Chair

Method of Calculation / Assessment	Performance is measured by the board signed SSP
Means of verification	DHET final SSP acknowledgement Letter
Assumptions	Credible information provided during the SSP consultation process
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative (Year-End)
Reporting Cycle	Annually
Desired performance	1 Board approved SSP annually
Indicator Responsibility	Chief of Qualification and Research

Target [2.2]

Indicator Title	Board approved SP /APP annually
Definition	To ensure the SP/APP is developed and approved
Source of data	DHET acknowledgement letter
Method of Calculation / Assessment	Performance is measured by the board signed SP/APP and the receipt acknowledgement letter from DHET as per SP/APP framework requirements
Means of verification	Acknowledgement letter from DHET
Assumptions	An aligned SP/APP to the W&RSETA SSP
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative (Year-End)

Reporting Cycle	Annually
Desired performance	Board approved SP /APP annually
Indicator Responsibility	Chief of Qualification and Research

Target [2.3] and [2.4]

Indicator Title	Number Memorandums of Understanding with strategic partners addressing sector needs, annually	
Definition	Total number of formal agreements entered into with strategic partners that address sector needs and the number of resultant interventions responding to these strategic partnerships with national and international institutions	
Source of data	Signed partnership agreements Completed research interventions	
Method of Calculation / Assessment	The sum of approved partnership projects implemented and MOUs signed	
Means of verification	Signed MOUs and research partnerships projects implemented	
Assumptions	The strategic partners will provide inputs into the research interventions as per the signed MOU.	
Disaggregation of Beneficiaries (where applicable)	Not applicable	
Spatial Transformation (where applicable)	Not applicable	
Calculation Type	Non-Cumulative	
Reporting Cycle	Annual	
Desired performance	Number of Memorandums of Understanding signed with strategic partners addressing sector needs, annually	
	Memorandums of Understanding	4
	Number of research interventions responding to strategic partnerships	2
Indicator Responsibility	Chief Operations Officer/ Chief of Qualifications and Research	

Target [2.5]

Indicator Title	Number of research reports completed annually		
Definition	Number of research reports completed on SETA funded projects conducted		
Source of data	Research reports		
Method of Calculation / Assessment	Count number of research reports completed annually		
Means of verification	Completed research reports		
Assumptions	Credible and quality research reports that contribute to the sector		
Disaggregation of Beneficiaries (where applicable)	Not applicable		
Spatial Transformation (where applicable)	Not applicable		
Calculation Type	Cumulative – Counting each research intervention implemented		
Reporting Cycle	Annually		
Desired performance	Research reports undertaken in the Wholesale and Retail sector for the purpose of providing insight to W&RSETA skills development interventions <table border="1"> <tr> <td>Research interventions</td><td>2</td></tr> </table>	Research interventions	2
Research interventions	2		
Indicator Responsibility	Chief of Qualification and Research		

Target [2.6]

Indicator Title	Number of occupationally directed tracer, evaluation and impact studies reports completed annually
Definition	Number of research studies impacting the W&R sector and the W&RSETA conducted
Source of data	Research reports
Method of Calculation / Assessment	Count number of research reports
Means of verification	Completed research reports
Assumptions	Credible and quality research reports that contribute to the sector

Disaggregation of Beneficiaries (where applicable)	Not application
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative – Counting each research completed
Reporting Cycle	Annually
Desired performance	2 research reports undertaken in the Wholesale and Retail sector for the purpose of providing insight to W&RSETA
Indicator Responsibility	Chief of Qualification and Research

Programme 3: Learning Programmes and Projects

Target [3.1]; [3.2] and [3.3]

Indicator Title	% of WSPs and ATRs approved for small, medium and large firms
Definition	Number of compliant Annexure II submission made by small, medium and large firms approved annually.
Source of data	SETA Management System report reflecting approved Annexure II documents
Method of Calculation / Assessment	Count the number of approved Annexure II documents for small, medium and large firms.
Means of verification	System report indicating the approved small, medium and large firms.
Assumptions	Small, medium and large firms will continue to participate in the submission of Annexure II documents.
Disaggregation of Beneficiaries (where applicable)	Small firms (0-49 employees) Medium firms (50-149 employees) Large firms (150+ employees)
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Annual
Desired performance	70% of submitted Annexure II for small, medium and large firms approved.
Indicator Responsibility	Chief Operations Officer

Target [3.4]

Indicator Title	Number of new entries and continuing students awarded bursaries annually for studies in priority occupations resulting in demand driven qualifications	
Definition	Bursary beneficiaries receive bursaries from W&RSETA to study at TVETs/HETs, NQF 5-8 Programmes during the financial year 1 April 2020 to 31 March 2021	
Source of data	Signed and registered bursary agreements	
Method of Calculation / Assessment	Count the number of signed and registered bursary agreements	
Means of verification	System report reflecting registered bursary beneficiaries	
Assumptions	Employed (continues) Unemployed (new & continuous) beneficiaries will register for NQF 5-8 Programmes	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Beneficiaries from TVET & HETIs (new entries and continuing) • Employed NQF 5-8 Programmes 	
Spatial Transformation (where applicable)	Rural, Township and Urban	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired performance	Unemployed new entries	1500
	Continuing	2000
Indicator Responsibility	Chief Operations Officer	

Target [3.5]

Indicator Title	Number of W&RSETA bursars completing priority occupation qualifications annually	
Definition	This indicator measures the number completing bursars in priority occupation qualifications annually	
Source of data	Signed and registered bursary agreements	
Method of Calculation / Assessment	Count the number of signed and registered bursary agreements	
Means of verification	System report reflecting registered bursary beneficiaries	

Assumptions	Bursars who registered and continued with their occupational qualifications will complete	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	Rural, Township and Urban	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired performance	Completing	100
Indicator Responsibility	Chief Operations Officer	

Target [3.6] and [3.15]

Indicator Title	Number of learners registered in NQF 2-5 learnerships or occupational Programme annually	
Definition	Number of employed and unemployed learners registered on learnerships or occupational Programmes on NQF level 2 – 5 addressing Hard to Fill Vacancies (HTFVs) as identified in the SSP.	
Source of data	Signed and registered learnership agreements.	
Method of Calculation / Assessment	Count each learner enrolled in learnerships or occupational Programmes addressing HTFVs as identified in the SSP.	
Means of verification	Number of registered learner agreements meeting the DHET validation framework.	
Assumptions	Companies will accept allocations and submit learner agreements for registration.	
Disaggregation of Beneficiaries (where applicable)	The Learnership unemployed (18.2) target will comprise: 4% Learners with disabilities 50% Female learners 12,5% rural learners	
Spatial Transformation (where applicable)	Rural, Township, Urban	
Calculation Type	Cumulative	

Reporting Cycle	Quarterly		
Desired performance	Learning Programme	Employed (18.1)	Unemployed (18.2)
	Learnerships/ Occupational Qualifications	0	3000
Indicator Responsibility	Chief Operations Officer		

Target [3.7] and [3.16]

Indicator Title	Number of learners completing NQF 2-5 learnerships or occupational Programmes annually		
Definition	Number of employed and unemployed learners complete learnerships or occupational Programmes on NQF level 2 – 5 addressing Hard to Fill Vacancies (HTFVs) as identified in the SSP.		
Source of data	Signed and registered learnership agreements and certificates / statement of results.		
Method of Calculation / Assessment	Count each learner certificated in learnerships or occupational Programmes addressing HTFVs as identified in the SSP.		
Means of verification	Number of registered learner agreements meeting the DHET validation framework and certificates/statement of results.		
Assumptions	Learners will complete the Programme		
Disaggregation of Beneficiaries (where applicable)	Women, youth, disability (Unemployed)		
Spatial Transformation (where applicable)	Rural, Township, Urban		
Calculation Type	Cumulative		
Reporting Cycle	Quarterly		
Desired performance	Learning Programme	Employed (18.1)	Unemployed (18.2)
	Learnerships/ Occupational Qualifications	500	1500
Indicator Responsibility	Chief Operations Officer		

Target [3.8] and [3.17]

Indicator Title	Number of learners registered on NQF 2 to 5 skills Programmes or part qualifications addressing Wholesale and Retail HTFVs as identified in the SSP annually								
Definition	Number of employed and unemployed learners registered on skills Programmes or part qualifications on NQF level 2 – 5 addressing Hard to Fill Vacancies (HTFVs) as identified in the SSP.								
Source of data	Signed and registered skills Programmes agreements.								
Method of Calculation / Assessment	Count each learner enrolled in skills Programmes or part qualifications addressing HTFVs as identified in the SSP.								
Means of verification	Number of registered skills Programme agreements meeting the DHET validation framework.								
Assumptions	Companies will accept allocations and submit skills Programme agreements for registration.								
Disaggregation of Beneficiaries (where applicable)	Employed and Unemployed								
Spatial Transformation (where applicable)	Rural and Urban								
Calculation Type	Cumulative								
Reporting Cycle	Quarterly								
Desired performance	<table><tr><td>Learning Programme</td><td>Employed (18.1)</td><td>Unemployed (18.2)</td></tr><tr><td>Skills Programmes</td><td>8 000</td><td>800</td></tr></table>			Learning Programme	Employed (18.1)	Unemployed (18.2)	Skills Programmes	8 000	800
Learning Programme	Employed (18.1)	Unemployed (18.2)							
Skills Programmes	8 000	800							
Indicator Responsibility	Chief Operations Officer								

Target [3.9] and [3.18]

Indicator Title	Number of learners completing NQF 2 to 5 skills Programmes or part qualifications addressing Wholesale and Retail HTFVs as identified in the SSP annually		
Definition	Number of employed and unemployed learners completing skills Programmes or part qualifications on NQF level 2 – 5 addressing Hard to Fill Vacancies (HTFVs) as identified in the SSP.		
Source of data	Signed and registered skills Programmes agreements and certificates/ statements of results.		
Method of Calculation / Assessment	Count each learner completing skills Programmes or part qualifications addressing HTFVs as identified in the SSP.		

Means of verification	Number of registered skills Programme agreements meeting the DHET validation framework and certificates/ statements of results.		
Assumptions	Learners will complete the skills Programmes.		
Disaggregation of Beneficiaries (where applicable)	Employed and Unemployed		
Spatial Transformation (where applicable)	Rural and Urban		
Calculation Type	Cumulative		
Reporting Cycle	Quarterly		
Desired performance	Learning Programme	Employed (18.1)	Unemployed (18.2)
	Skills Programmes	1000	200
Indicator Responsibility	Chief Operations Officer		

Target [3.10] and [3.11]

Indicator Title	A needs analysis Report on candidacy programmes
Definition	The needs analysis research conducted in the 2020/21 financial year
Source of data	Needs Analyses Report
Method of Calculation / Assessment	Count the number of Needs Analyses Reports completed.
Means of verification	Number of Needs Analyses Reports completed for Candidacy programmes.
Assumptions	Companies will participate in needs analyses research to determine the demand for candidacy programmes in the sector.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually

Desired performance	Learning Programme	Unemployed (18.2)
	Candidacy Programme registrations	0
	Candidacy Programme completions	0
	Needs analysis research	1
Indicator Responsibility	Chief Operations Officer	

Target [3.12]

Indicator Title	Number of learners from TVET colleges and HETs are placed in workplace based learning, annually	
Definition	Unemployed graduates sponsored by W&RSETA are placed in Wholesale and Retail organisations for workplace experience to ensure that graduates gain the necessary work experience and become employable in the sector.	
Source of data	A workplace agreement.	
Method of Calculation / Assessment	Count number of registered workplace-based learner agreements meeting the DHET validation framework requirements.	
Means of verification	System report reflecting registered workplace beneficiaries	
Assumptions	Graduates in TVET colleges and HETs will register for workplace based learning programmes	
Disaggregation of Beneficiaries (where applicable)	Unemployed graduates	
Spatial Transformation (where applicable)	Rural, Township and Urban	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired performance	TVET/HET Diploma Graduates	600
	HET Degree Graduates	600
Indicator Responsibility	Chief Operations Officer	

Target [3.13]

Indicator Title	Number of partnerships with TVET/HETs for workplace opportunities annually.	
Definition	Number of TVET/HETs who enter into MOU's for the placement of graduates / interns.	
Source of data	A Memorandum of Understanding	
Method of Calculation / Assessment	Count each MOU signed with TVET/HET Institutions	
Means of verification	Count the number of MOU's signed with TVET/HET Institutions.	
Assumptions	TVET and HET Institutions partner with the W&RSETA to ensure placement of learners in workplace learning opportunities in the sector	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	Rural, Township and Urban	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired performance	Partnerships with TVETs and HETs	10
Indicator Responsibility	Chief Operations Officer	

Target [3.14]

Indicator Title	Number of enrolments and completions in Workplace-based learning programmes for internships addressing wholesale and retail HTFVs as identified in the SSP annually	
Definition	Unemployed Interns sponsored by W&RSETA are placed in Wholesale and Retail organisations for workplace experience to ensure that interns gain the necessary work experience in order to obtain their qualifications.	
Source of data	A workplace agreement.	
Method of Calculation / Assessment	Count number of registered workplace-based learner agreements meeting the DHET validation framework.	

Means of verification	System report reflecting registered intern beneficiaries		
Assumptions	Interns from TVET colleges will register for workplace-based learning programmes		
Disaggregation of Beneficiaries (where applicable)	Unemployed interns		
Spatial Transformation (where applicable)	Rural, Township and Urban		
Calculation Type	Cumulative		
Reporting Cycle	Quarterly		
Desired performance	Registered Internships		600
	Internships completed		200
Indicator Responsibility	Chief Operations Officer		

Target [3.19]

Indicator Title	Number of employed learners registered on RPL learning programmes annually
Definition	Number of employed learners registered on RPL learning programmes.
Source of data	Signed and registered agreements.
Method of Calculation / Assessment	Count each learner enrolled on RPL learning programmes.
Means of verification	Number of registered learner agreements meeting the DHET validation framework.
Assumptions	Accredited training providers will have adequate RPL practitioners in the relevant geographical areas and learners will be willing to participate in the RPL process.
Disaggregation of Beneficiaries (where applicable)	Employed
Spatial Transformation (where applicable)	Rural, Township, Urban

Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired performance	Learning Programme	Employed (18.1)
	RPL learning programmes	0
Indicator Responsibility	Chief Operations Officer	

Target [3.20]

Indicator Title	Number of employed learners completing their RPL Programmes annually	
Definition	Number of employed learners completing RPL learning programmes.	
Source of data	Signed and registered agreements and certificates/ statement of results.	
Method of Calculation / Assessment	Count each learner completing RPL learning programmes.	
Means of verification	Number of registered learner agreements meeting the DHET validation framework and certificate/statement of results.	
Assumptions	Learners will complete the RPL programme.	
Disaggregation of Beneficiaries (where applicable)	Employed	
Spatial Transformation (where applicable)	Rural, Township, Urban	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired performance	Learning Programme	Employed (18.1)
	RPL learning programmes	50
Indicator Responsibility	Chief Operations Officer	

Target [3.21]

Indicator Title	Number of employed learners registered on NQF 1 Learnership (AET) annually	
Definition	Number of employed learners sponsored by the W&RSETA who register for AET training in skills relevant to the W&R sector	
Source of data	Signed and registered agreements and certificates/ statement of results	
Method of Calculation / Assessment	Count each learner completing AET learning programmes	
Means of verification	Number of registered learner agreements meeting the DHET validation framework and certificate/statement of results.	
Assumptions	Learners will complete the AET programme.	
Disaggregation of Beneficiaries (where applicable)	Employed	
Spatial Transformation (where applicable)	Rural, Township, Urban	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired performance	Learning Programme	Employed (18.1)
	AET learning programmes	0
Indicator Responsibility	Chief Operations Officer	

Target [3.22]

Indicator Title	Number of employed learners completing NQF 1 Learnership (AET) per year	
Definition	Number of employed learners sponsored by the W&RSETA who complete their AET training in skills relevant to the W&R sector	
Source of data	Signed and registered agreements and certificates/ statement of results.	
Method of Calculation / Assessment	Count each learner completing AET learning programmes.	
Means of verification	Number of registered learner agreements meeting the DHET validation framework and certificate/statement of results.	

Assumptions	Learners will complete the AET programme.	
Disaggregation of Beneficiaries (where applicable)	Employed	
Spatial Transformation (where applicable)	Rural, Township, Urban	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired performance	Learning Programme	Employed (18.1)
	AET learning programmes	0
Indicator Responsibility	Chief Operations Officer	

Target [3.23]

Indicator Title	Number of artisans/ technicians enrolled annually	
Definition	Number of learners enrolled on Programmes addressing artisan occupations.	
Source of data	Signed and registered learner agreements.	
Method of Calculation / Assessment	Count each learner registered on Programmes addressing artisan occupations.	
Means of verification	Learner agreement, certified copy of identity and highest qualifications.	
Assumptions	<p>There is a need for artisan training.</p> <p>There are enough trade centres to accommodate apprentices.</p>	
Disaggregation of Beneficiaries (where applicable)	Employed and Unemployed	
Spatial Transformation (where applicable)	Rural, Township and Urban	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	

Desired performance	0
Indicator Responsibility	Chief Operating Officer

Target [3.24]

Indicator Title	Number of artisans/ technicians completing annually
Definition	Number of learners completing Programmes addressing artisan occupations.
Source of data	Signed and registered learner agreements and copy of trade test certificate signed by the QCTO.
Method of Calculation / Assessment	Count each learner completing on Programmes addressing artisan occupations.
Means of verification	Learner agreement, certified copy of identity, highest qualifications and copy of trade test certificate signed by the QCTO.
Assumptions	Learners will obtain a trade test certificate.
Disaggregation of Beneficiaries (where applicable)	Employed and Unemployed
Spatial Transformation (where applicable)	Rural, Township and Urban
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	0
Indicator Responsibility	Chief Operating Officer

Target [3.25]

Indicator Title	Number of learners assisted to participate in skills development initiatives annually
Definition	Number of CET college learners funded by the W&RSETA to participate in annual skills development initiatives
Source of data	Signed and registered bursary agreements

Method of Calculation / Assessment	Count the number of signed and registered bursary agreements
Means of verification	System report reflecting registered bursary beneficiaries
Assumptions	Employed and unemployed beneficiaries in CET colleges will register learners to participate in skills development initiatives
Disaggregation of Beneficiaries (where applicable)	Unemployed graduates Employed graduates
Spatial Transformation (where applicable)	Rural, Township and Urban
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	0
Indicator Responsibility	Chief Operations Officer

Target [3.26]

Indicator Title	Number of Small and Medium Enterprises supported to participate in W&RSETA skills development interventions
Definition	Registered Small and Medium companies that operate in the Wholesale and Retail Sector participate in W&RSETA's skills development projects during the period
Source of data	Application Form and/or Signed Contract between the Small and/or Medium companies and W&RSETA and the Allocation Letter
Method of Calculation / Assessment	Count each registered Small and Medium companies that operate in the Wholesale and Retail Sector that have participated in W&RSETA skills development interventions in the financial year
Means of verification	Contracted Small and Medium companies participating in W&RSETA skills development interventions in the financial year
Assumptions	Small and Medium companies apply for the SME Discretionary Grants
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Small Registered Companies in the Wholesale and Retail Sector • Medium Registered Companies in the Wholesale and Retail Sector • Holding Companies applying on behalf of their subsidiaries or members or franchises or branches who operate in the Wholesale and Retail Sector.
Spatial Transformation (where applicable)	Rural, Township and Urban

Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	2400 Small and Medium companies supported in order to participate in mainstream economy
Indicator Responsibility	Chief Operations Officer

Target [3.27]

Indicator Title	Number of informal traders and micro enterprises participating in W&RSETA capacitation workshops annually
Definition	Informal traders and micro enterprises participate in training interventions and capacitation workshops.
Source of data	Attendance registers.
Method of Calculation / Assessment	Count each informal trader or micro enterprise as per signed attendance register for financial period
Means of verification	Each participating informal trader and micro enterprise owner signs the attendance register.
Assumptions	Informal traders and micro enterprises participate in training interventions and workshops organised by the W&RSETA
Disaggregation of Beneficiaries (where applicable)	<p>Non-levy paying enterprises such as:</p> <ul style="list-style-type: none"> • Spaza Shop / Tuck Shop Owners • Street Traders / Hawkers • Market Traders • General Dealers • All other township and rural areas businesses have an element of retail in their value chain
Spatial Transformation (where applicable)	Rural, Township and Urban
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	2400 Informal traders and micro enterprises participating in W&RSETA training interventions and capacitation workshops annually
Indicator Responsibility	Chief Operations Officer

Target [3.28]

Indicator Title	Number of people trained on Entrepreneurship Development Programmes to enable them to start their own businesses or grow their existing businesses
Definition	Emerging Young Entrepreneurs are supported through training interventions, capacitation programmes and/or infrastructure support by the W&RSETA to improve their business skills in the sector
Source of data	Attendance registers and Learner agreements.
Method of Calculation / Assessment	Count the number of learner agreements registered for the Entrepreneurship Development Programme in the financial year.
Means of verification	Number of registered learner agreements meeting the DHET validation framework.
Assumptions	Funding will be made available to support the W&RSETA's Entrepreneurship Development Programme
Disaggregation of Beneficiaries (where applicable)	Young people wishing to start their own businesses Existing emerging businesses that are owned by young people
Spatial Transformation (where applicable)	Rural, Township and Urban
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	200 people between the ages of 18 and 35 and are South African Citizens complete W&RSETA Entrepreneurship Development Programme and are supported to start or grow their own businesses (e.g. new venture creations)
Indicator Responsibility	Chief Operations Officer

Target [3.29]

Indicator Title	Number of Cooperatives supported in order to participate in mainstream economy
Definition	Number of Cooperatives supported with skills development initiatives
Source of data	Registration certificate & attendance registers
Method of Calculation / Assessment	Count the number of cooperatives participating.
Means of verification	Number of Registration certificates and attendance registers.

Assumptions	Cooperatives will participate in W&RSETA skills development initiatives
Disaggregation of Beneficiaries (where applicable)	Unemployed and Youth
Spatial Transformation (where applicable)	Rural, Township and Urban
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	20 cooperatives are registered with the W&RSETA
Indicator Responsibility	Chief Operating Officer

Target [3.30]

Indicator Title	Number of CBOs, NGOs, and NPOs supported in order to participate in mainstream economy
Definition	Number of CBOs, NGOs, and NPOs supported with skills development initiatives
Source of data	Registration certificate and attendance registers
Method of Calculation / Assessment	Count the number of CBOs, NGOs, and NPOs participating
Means of verification	Registration certificate and attendance registers
Assumptions	CBOs, NGOs, and NPOs will participate in W&RSETA skills development initiatives
Disaggregation of Beneficiaries (where applicable)	Employed and Youth
Spatial Transformation (where applicable)	Rural, Township and Urban
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	100 CBOs, NGOs, and NPOs are registered with W&RSETA
Indicator Responsibility	Chief Operating Officer

Target [3.31]

Indicator Title	Number of trade union beneficiaries supported to enter and complete capacitation Programmes
Definition	Number of Trade Union beneficiaries capacitated on Programmes that address Trade Unions skills needs
Source of data	Registration certificate of the Trade Union and attendance registers
Method of Calculation / Assessment	Count the number of trade union beneficiaries capacitated.
Means of verification	Number of Registration certificates and attendance registers.
Assumptions	Trade Unions beneficiaries will participate on the Programmes that they have identified.
Disaggregation of Beneficiaries (where applicable)	Employed beneficiaries
Spatial Transformation (where applicable)	Rural, Township and Urban
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	800 Beneficiaries supported
Indicator Responsibility	Chief Operating Officer

Target [3.32] and [3.33]

Indicator Title	Number of career development exhibitions in rural and urban areas on occupations in high demand
Definition	Provision of advice to learners about career choices and career related opportunities in the W&R Sector
Source of data	Attendance registers of attendees of events.
Method of Calculation / Assessment	Number of events
Means of verification	Attendance Registers
Assumptions	There is a demand for career information for the target audiences

Disaggregation of Beneficiaries (where applicable)	Young people, learners and unemployed				
Spatial Transformation (where applicable)	Rural areas Urban areas				
Calculation Type	Cumulative				
Reporting Cycle	Quarterly				
Desired performance	Career guidance events hosted/attended by the W&RSETA <table border="1"> <tr> <td>Rural areas</td><td>0</td></tr> <tr> <td>Urban areas</td><td>0</td></tr> </table>	Rural areas	0	Urban areas	0
Rural areas	0				
Urban areas	0				
Indicator Responsibility	Chief of Qualifications and Research				

Target [3.34]

Indicator Title	Number of career development practitioners trained annually
Definition	Number of career development practitioners trained to better offer W&R related career development advice and support
Source of data	Attendance registers and Certificate of Competence
Method of Calculation / Assessment	Number of practitioners trained and competent
Means of verification	Attendance register, Certificate of competence
Assumptions	Career Development practitioners will serve as ambassadors of the W&RSETA
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	0 practitioners trained
Indicator Responsibility	Chief of Qualifications and Research

Target [3.35]

Indicator Title	Number of Life Orientation Educators capacitated in using the Wholesale and Retail Seta Career Guide
Definition	Number of life orientation educators capacitated with resources funded by the W&RSETA
Source of data	Attendance registers and Certificate of Competence
Method of Calculation / Assessment	Count the number of life orientation educators completing capacitation courses
Means of verification	Attendance register, Certificate of competence
Assumptions	Resources are available to fund the capacitation of life orientation educators
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	<ul style="list-style-type: none"> Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	0 Life Orientation Educators capacitated in using the Wholesale and Retail Seta Career Guide
Indicator Responsibility	Chief of Qualifications and Research

Target [3.36]

Indicator Title	Number of learners/unemployed persons are assisted to access W&RSETA opportunities
Definition	Learners and unemployed persons are assisted to access W&RSETA opportunities
Source of data	Learnership contract, Bursary Contract, Placement Contract, Skills Programme Contract,

Method of Calculation / Assessment	Count the number of learners/unemployed persons assisted
Means of verification	Learnership contract, Bursary Contract, Placement Contract, Skills Programme Contract,
Assumptions	Career Guidance Department will work in conjunction with relevant units in assisting with the opportunities
Disaggregation of Beneficiaries (where applicable)	Young people, unemployed people
Spatial Transformation (where applicable)	N/A
Calculation Type	<ul style="list-style-type: none"> Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	0 learners/unemployed persons are assisted to access the W&RSETA opportunities
Indicator Responsibility	Chief Operations Officer

PROGRAMME 4: Quality Assurance

Target [4.1]

Indicator Title	Number of partnerships formed with higher education institutions offering retail qualifications annually
Definition	Partnerships are entered into with HETs who offer retail qualifications to afford lecturers opportunities to gain workplace exposure in retail stores.
Source of data	Partnership agreements with universities
Method of Calculation / Assessment	Count the number of partnership agreements
Means of verification	Dually signed partnership agreements
Assumptions	W&R employers apply for W&R lecturer workplace exposure grant HETs avail lecturers for workplace exposure
Disaggregation of Beneficiaries (where applicable)	Not applicable

Spatial Transformation (where applicable)	Historically disadvantaged institutions are also supported
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	2 partnerships formed with higher education institutions offering retail qualifications annually
Indicator Responsibility	Chief of Qualifications and Research

Target [4.2]

Indicator Title	A W&RSETA model is developed for centres of specialisation for the sector
Definition	Research is conducted into the best model to use for establishing centres of specialisation for non- trade occupations at TVETs with a clear focus on retail occupations
Source of data	Research report
Method of Calculation / Assessment	Count the number of research reports
Means of verification	Board approved research report depicting the retail sector centre of specialisation model
Assumptions	Appointment of a credible research institute to conduct the research and develop the model Sector input is obtained on the appropriate model
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	1 W&RSETA model is developed for centres of specialisation for the sector
Indicator Responsibility	Chief of Qualifications and Research

Target [4.3]

Indicator Title	Number of centres of specialisation supported annually
Definition	Centres of specialisation for retail occupations are identified and supported at Public TVETs
Source of data	Partnership agreements with TVETs for retail centres of specialisation
Method of Calculation / Assessment	Count the number of partnership agreements
Means of verification	Dually signed partnership agreements
Assumptions	TVETS are willing to participate
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Both urban and rural institutions may be supported
Calculation Type	Non-Cumulative
Reporting Cycle	Bi-Annual
Desired performance	0
Indicator Responsibility	Chief of Qualifications and Research

Target [4.4]

Indicator Title	Number of TVET colleges supported through capacitation workshops and/ provision of equipment, in implementing occupationally directed programmes annually
Definition	TVET colleges are supported with equipment and capacitation workshops annually through the W&RSETA
Source of data	Signed Agreements specifying the support to be provided to the TVET college
Method of Calculation / Assessment	Count the number of workshops hosted on occupational Programmes with the TVET colleges Count the number of TVET colleges that have entered into agreements with the W&RSETA for equipment support
Means of verification	Duly signed agreements
Assumptions	Support will be provided in line with outcomes of the TVET needs analysis report linked to the retail sector needs
Disaggregation of Beneficiaries (where applicable)	N/ A

Spatial Transformation (where applicable)	N/ A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly, Bi-Annual or Annual
Desired performance	0
Indicator Responsibility	Chief of Qualifications and Research

Target [4.5]

Indicator Title	Working groups established for the sector curriculum review annually
Definition	A Working group consisting of industry, CET, TVET and HET institutional representatives is established to provide inputs for the review of retail curriculum across NQF bands to ensure relevancy, currency and articulation of various curriculums. Working groups will also identify green skills as well as fourth industrial revolution advancements in retail workplace practices and pedagogical practices that impact on curriculum.
Source of data	Terms of Reference for the Working Group signed by the Working Group Chairperson
Method of Calculation / Assessment	Assessment of Terms of Reference and minutes
Means of verification	Performance will be measured by determining from Terms of Reference, Agenda and Minutes if a Working Group was established for sector curriculum review within the pre-determined period
Assumptions	Existing Qualifications Management Body (QMB) and its two sub-committees the Technical, Vocational and Community Education and Training (TVET) subcommittee and Higher Education Training (HET) subcommittee structure is transformed into working groups for sector curriculum review.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	1
Indicator Responsibility	Chief of Qualifications and Research

Target [4.6]

Indicator Title	Number of lecturers registered for capacitation to offer NCV Retail subjects
Definition	TVET lecturers from public TVETS who will offer the NCV retail subjects in their institutions are capacitated on the knowledge and practical components of the retail subjects and are provided with workplace exposure and are certificated by the W&RSETA for level 2,3 and 4
Source of data	Completed registration forms and proof of employment
Method of Calculation / Assessment	Count the number of lecturers registered for capacitation Programmes to offer NCV Retail Subjects
Means of verification	Signed attendance registers
Assumptions	TVETs will identify the lectures for capacitation The TVET directorate will send out communication to the TVET principals on the Programme
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	0
Indicator Responsibility	Chief of Qualifications and Research

Target [4.7]

Indicator Title	Number of lecturers certificated to offer NCV Retail subjects
Definition	TVET lecturers from public TVETS who will offer the NCV retail subjects in their institutions are certificated on the knowledge and practical components of the retail subjects and are provided with workplace exposure and are certificated by the W&RSETA for level 2,3 and 4
Source of data	Attendance certificates issued
Method of Calculation / Assessment	Count the number of certificates

Means of verification	Signed off W&RSETA attendance certificates
Assumptions	TVETs will avail lectures for capacitation W&R employers apply for W&R lecturer workplace exposure grant
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	0
Indicator Responsibility	Chief of Qualifications and Research

Target [4.8]

Indicator Title	Number of TVETs supported to become assessment centres for Retail occupational Programmes
Definition	Potential assessment centres for various registered retail occupational qualifications on the NQF are identified supported towards accreditation with the QCTO
Source of data	Count the number of partnership agreements for assessment centre support
Method of Calculation / Assessment	Count the number of TVETs supported for assessment Centres
Means of verification	Dually signed contract
Assumptions	TVETs will apply to become assessment centres with the QCTO
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative

Reporting Cycle	Annual
Desired performance	3 TVETs supported to become assessment centres for retail occupational qualifications
Indicator Responsibility	Chief of Qualifications and Research

Target [4.9]

Indicator Title	Number of TVET colleges and/ HETs where the SETA has a presence, annually
Definition	Number of TVET colleges where the SETA has managed to maintain presence through having a physical office at the campuses, having an office at a university nearby to a TVET college or maintaining presence through the respective regional office
Source of data	MOUs with TVET colleges
Method of Calculation / Assessment	Count the number of TVET colleges where W&RSETA presence is maintained and provable
Means of verification	List of TVET colleges where the SETA has a presence and MOUs with TVET colleges
Assumptions	TVET colleges or their neighbouring universities will allow the W&RSETA to maintain presence at their various campuses
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	CETs across township and rural areas
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	32 TVET colleges where the SETA has a presence, annually
Indicator Responsibility	Chief of Qualifications and Research

Target [4.10]

Indicator Title	A needs analysis study report on the CET sector is compiled annually
Definition	A needs analysis study report is compiled on the Community Education Training colleges sector and how they can be improved and utilised in line with their mandate and that of the W&RSETA for the supply of skills in the retail sector.

Source of data	Research Report
Method of Calculation / Assessment	Assessment of Research Report
Means of verification	A research report will indicate the successful completion of the needs analysis study. The report will also be checked to determine if the needs analysis study was conducted within the set period.
Assumptions	CETs are willing to participate in the research and identify actual needs.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	CETs across township and rural areas
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	A needs analysis study of the CET sector is conducted during the period 01 April 2020 to 31 March 2021
Indicator Responsibility	Chief of Qualifications and Research

Target [4.11]

Indicator Title	Number of partnerships entered into with CET colleges
Definition	Total number of formal agreements entered into with CET colleges
Source of data	Signed partnership agreements
Method of Calculation / Assessment	Count the number of partnership agreements entered into with CET colleges
Means of verification	Duly signed partnership agreements
Assumptions	CETs will be supported based on their needs and the skills needs of the sector
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A

Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	0 partnerships entered into with CET colleges during the period 01 April 2020 to 31 March 2021
Indicator Responsibility	Chief of Qualifications and Research

Target [4.12a]

Indicator Title	Number of CET colleges supported annually with institutional capacitation annually
Definition	This indicator aims to ensure that the capacitation of CET colleges through lecturer and management development Programmes.
Source of data	Number for agreements signed with identified interventions (learning material, capacitation, infrastructure)
Method of Calculation / Assessment	Count the number of agreements and the identified interventions
Means of verification	Dually signed agreements
Assumptions	CETs will be supported based on their needs and the skills needs of the sector
Disaggregation of Beneficiaries (where applicable)	N/ A
Spatial Transformation (where applicable)	N/ A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	0 CET colleges supported annually
Indicator Responsibility	Chief of Qualifications and Research

Target [4.12b]

Indicator Title	Number of CET colleges supported annually with learning material annually
Definition	CET colleges are supported with regard to learning material

Source of data	Signed Agreements specifying the support to be provided to CET college
Method of Calculation / Assessment	Count the number of CET colleges that have entered into agreements with the W&RSETA for learning material support
Means of verification	Duly signed agreements
Assumptions	Support will be provided in line with outcomes of the CET needs analysis report linked to the retail sector needs
Disaggregation of Beneficiaries (where applicable)	N/ A
Spatial Transformation (where applicable)	N/ A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly, Bi-Annual or Annual
Desired performance	0 colleges supported annually with learning material for Wholesale and Retail qualifications
Indicator Responsibility	Chief of Qualifications and Research

Target [4.12c]

Indicator Title	Number of CET colleges supported annually through W&RSETA infrastructural development annually
Definition	This indicator aims to contribute towards the growth of identified CET colleges by providing infrastructural development support.
Source of data	Signed Agreements specifying the support to be provided to CET college
Method of Calculation / Assessment	Count the number of CET colleges that have entered into agreements with the W&RSETA for participation in the W&RSETA CET college infrastructural development Programmes.
Means of verification	Duly signed agreements
Assumptions	Support will be provided in line with outcomes of the CET needs analysis report linked to the retail sector needs
Disaggregation of Beneficiaries (where applicable)	N/ A
Spatial Transformation (where applicable)	N/ A

Calculation Type	Cumulative (Year-End)
Reporting Cycle	Bi-Annual
Desired performance	7 CET colleges supported annually through W&RSETA Infrastructural Development Programmes
Indicator Responsibility	Chief of Qualifications and Research

Target [4.13]

Indicator Title	Number of CET College Lecturers registered on lecturer and management development Programmes annually
Definition	CET lecturers from public CETs are awarded bursaries to help capacitate them on the knowledge and practical components of the retail subjects and are provided with workplace exposure and are certificated by the W&RSETA
Source of data	Completed registration forms and proof of employment
Method of Calculation / Assessment	Count the number of lecturers and managers registered for capacitation Programmes
Means of verification	Signed attendance registers
Assumptions	CETs will identify the lectures in need of capacitation
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	0 CET college lecturers awarded bursaries
Indicator Responsibility	Chief of Qualifications and Research

Target [4.14]

Indicator Title	Number of CET College Managers registered on management development Programmes annually
Definition	CET managers from public CETs are awarded bursaries to help capacitate them on the knowledge and practical components of the retail subjects and are provided with workplace exposure and are certificated by the W&RSETA
Source of data	Completed registration forms and proof of employment
Method of Calculation / Assessment	Count the number of managers registered for capacitation Programmes
Means of verification	Signed attendance registers
Assumptions	CETs will identify the managers in need of capacitation
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	0 CET college managers awarded bursaries
Indicator Responsibility	Chief of Qualifications and Research

ERRATUM NOTIFICATION

20 July 2020

Notification is hereby given on the following errata on the Annexure to the W&RSETA 2020/21 APP:

- 1) The quarterly targets for Indicator 4.9: Number of TVET Colleges where the SETA has presence, were incorrectly captured as 32 colleges per quarter. The correct quarterly targets are: Quarters 1 – 3: 0 targets set; and Q4: W&RSETA obtains (has) presence in 32 TVET Colleges.
- 2) Page 12 of the Annexure indicates that the target for the Indicator on CET Colleges supported with infrastructure development was revised to 3 whereas the target was revised to 7 CET Colleges supported with infrastructure development.
- 3) Statement of results or letter of completion have been omitted as source of data in the TIDs for target 3.5 on Page 43.

W&RSETA would like to apologise for any inconvenience the errata may have caused.