



**Culture, Arts, Tourism, Hospitality and Sport Sector
Education and Training Authority**

ANNUAL PERFORMANCE PLAN

For the fiscal year 2015/16

To obtain additional copies of this document please contact:

Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority

Office of the Administrator

1 Newtown Avenue, Ground Floor, Killarney, Johannesburg

Tel: (011) 217-0600

E-mail: info@cathsseta.org.za

Web: www.cathsseta.org.za

FOREWORD

I have the pleasure to present the Annual Performance Plan (APP) for the Culture, Art, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) for the period 1 April 2015 to 31 March 2016, which is presented in terms of the Skills Development Act which established and governs the SETA, and in terms of the Public Finance Management Act (Act 56 of 1999, as amended).

In October 2014, The Department of Higher Education and Training suspended the Accounting Authority (AA) and appointed me as an Administrator to restore CATHSSETA to a state of normality to deliver on its mandate. I have worked tirelessly in consultation with the employees of CATHSSETA to produce this Annual Performance Plan. The document also considered both successes and challenges experienced in service delivery from its strategic intent; and reflected extensively on its alignment to the national and provincial priorities as reflected in the National Skills Development Strategy 3 (NSDSIII), the National Development Plan (NDP) and the Medium Term Strategic Framework (MTSF), with particular focus on the Outcome of "a skilled and capable workforce to support an inclusive growth path" (Outcome 5).

The Strategic Plan from which this APP is drawn, has also been revised and updated to align with the National Treasury's *Framework for Strategic Plans and Annual Performance Plans* (2011). The strategy plan has also reduced the number of programmes from 17 to four. This has also led to the reduction of the number of strategic objectives and key performance indicators. This reduction is intended to create focus around the key performance areas. This is in line with the mandate of the Administrator of improving the performance of the CATHSSETA.

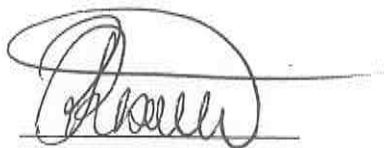
This APP aligns to the Strategic Plan and seeks to address the current challenges facing the CATHSSETA by using innovative approaches to performance delivery in line with CATHSSETA revised vision, mission and values. In the current period, the focus is towards building organisational capacity and inculcating a result oriented and performance driven culture. The educational and training landscape is constantly changing and the continued survival for CATHSSETA lies in the organisation embracing change and continuity to address increased demand for its services against ever limited resources. The focus of performance in the medium term will require introducing mechanisms to:

- Accelerate support for SMME's,
- Developing artisans capacity in different sectors,

- Supporting career choices in different subsectors through provision of bursaries for students at TVETs, UoTs and Universities,
- Strengthening ETQA, and
- Reviewing existing learning programmes to support the new QCTO qualification approach.

In conclusion, I would like to take this opportunity to express my commitment to support the organisation as it continues to concentrate on excellent service delivery to our sector and its people through the performance focus and intent outlined in this Annual Performance Plan for the period to 2015/16.

I also thank our stakeholders for their valuable contribution to the information and data contained in and informing, this Annual Performance Plan. The CATHSSETA will seek to leverage these engagements to further our positive contribution to society into the future.



Mr Pumzile E Kedama

The Administrator: Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority under the guidance of the Administrator;
- Was prepared in line with the revised 2015/16 – 2019/20 Strategic Plan of the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority;
- Accurately reflects the performance targets which the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority will endeavor to achieve, given the resources made available in the budget for 2015/2016.

Approved by :

Mr Pumzile E Kedama

The Administrator

Signature:



Date:

27/01/15

ABBREVIATIONS AND ACRONYMS

AET	Adult Education and Training
APP	Annual Performance Plan
ATR	Annual Training Report
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Education and Training Authority
DEA	Department of Environmental Affairs
DHET	Department of Higher Education and Training
FET	Further Education and Training
HEI	Higher Education Institution
HRDSSA	Human Resource Development Strategy for South Africa
IPAP	Industrial Policy Action Plan
M&E	Monitoring and Evaluation
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
NCV	National Certificate (Vocational)
NDP	National Development Plan
NDT	National Department of Tourism
NSDS	National Skills Development Strategy
NGO	Non-governmental Organisation
NQF	National Qualifications Framework
OFO	Organising Framework for Occupations
PIVOTAL	Professional, Vocational, Technical and Academic Learning
QCTO	Quality Council for Trades and Occupations
SDL	Skills Development Levy
SETA	Sector Education and Training Authority
SLA	Service Level Agreement
SMME	Small, Medium and Micro-sized Enterprises
SP	Strategic Plan

SRSA	Sport and Recreation South Africa
SSP	Sector Skills Plan
WSP	Workplace Skills Plan

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PART A: STRATEGIC OVERVIEW

1. INTRODUCTION TO CATHSSETA

At the apex of the mandate of the Department of Higher Education and Training (DHET) and in turn the Culture, Art, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA), lies the Constitution of the Republic of South Africa (Act No 108 of 1996). The Constitution forms the legal foundation of a democratic South Africa. The Constitution sets out the rights and duties of the South African citizens and defines the structure of the government. All laws of the country must be consistent with the Constitution. It further requires that all spheres of government work together to address poverty, underdevelopment, marginalisation of individuals and communities and other legacies of apartheid and discrimination. In this light, all Government Institutions, Entities and Municipalities ultimately derive their mandate from the Constitution.

Among other sections, of specific relevance to the mandate of CATHSSETA is Section 29 of the Constitution which provides all people in South Africa the basic right to education viz. Everyone has the right-

- a) to a basic education, including adult basic education; and
- b) to further education, which the state, through reasonable measures, must make progressively available and accessible.

The Skills Development Act (No 97 of 1998) (SDA) makes provision for the establishment of SETAs for each national economic sector and thereby aims to develop the skills of the South African workforce by increasing the investment in education and training in the labour market; and encouraging employers to play a meaningful role in developing employees, particularly the previously disadvantaged. The Skills Development Levies Act of 1999 (SDLA) and the revised Grant Regulations (December 2012, as amended) then provide for the programmes and funding policies and regulations, which are intended to stimulate investment in skills development and learning interventions.

2. UPDATED SITUATIONAL ANALYSIS

2.1 Performance Delivery Environment

CATHSSETA delivers its services to a diverse but interesting constituencies and sectors. Each of these subsectors are unique and plays a significant role in the broader quest for social

cohesion and formation of a South African national identity. The table below provides a succinct picture of a dynamic environment within which CATHSSETA operates.

Table1: CATHSSETA Sub-Sector Summary

SUB SECTOR	BACKGROUND AND DESCRIPTION
CONSERVATION AND TOURISM GUIDING	The Conservation sub-sector increased from 11 181 employees in 2012 to 11 422 employees in 2013 which represents a 2% increase in employees. This increase can be directly attributed to the increase in "green" jobs in the sector, particularly in natural resource management and is reflective of the potential to create jobs in this sub-sector.
ARTS, CULTURE AND HERITAGE	The South African Arts, Culture and Heritage sectors are vibrant and dynamic and they are one of the largest sectors in South Africa. It is however difficult to measure the economic contribution as well as the labour market analysis in terms of skills requirements within the sector due to lack of historically accurate and valid data.
GAMING AND LOTTERIES	The Gaming and Lotteries chamber is second smallest chamber in the CATHSSETA scope. It is however the second largest employer with 21 727 employees, creating unique opportunities for focused occupation based qualification development. The current employment figures depicts a marginal growth rate of 3.3% from 21 018 in 2012 to 21 727 in 2013.
HOSPITALITY	The hospitality sub-sector is the largest sub-sector and is a several billion dollar industry that is dependent on the availability of leisure time and disposable income. It is the most labour intensive and therefore the biggest employer (Employment in the Hospitality sub-sector increased by 4.4% from 122 464 in 2012 to 127 811 in 2013). However 96% of the enterprises in the sub-sector are SMMEs, which are exempt from paying skills levies.
SPORT, RECREATION AND FITNESS	The Sport, Recreation and Fitness sub-sector's direct contribution to GDP, was R 41 billion, which equated to approximately 2%. Sports Tourism currently accounts for approximately 10% (R 6.4 billion) of the tourism sector's contribution the South African GDP. It has shown a

SUB SECTOR	BACKGROUND AND DESCRIPTION
	spike in the number of employees and recorded a 29% growth in the number of employees in the sub-sector between 2012 and 2013.
TOURISM AND TRAVEL SERVICES	The tourism sub-sector makes a substantial contribution to the South African economy and in 2012 the revenue generated by the subsector increased by 7.6% (R5, 4 billion) compared to 2011. The Tourism and Travel services sub sector offers significant employment opportunities and the recent data shows that the employment opportunities increased from 4.3% to 4.5% between 2010 and 2011 resulting in thirty one thousand direct jobs.

CATHSSETA operates in a unique environment proliferated by SMMEs. This means that many of the employers served by CATHSSETA are exempt from paying the skills levies, from submitting WSPs and ATRs. The table below provide an overview of the number and size of enterprises registered with CATHSSETA.

Table 2: Number and Size of Enterprises Registered with CATHSSETA

Sub-sector	Size of Enterprise			Number of enterprises registered with CATHSSETA	% in the Sector
	0-49	50-149	150+		
Arts, Culture & Heritage	807	19	12	838	3.27%
Conservation	1 096	33	19	1 148	4.48%
Gaming & Lotteries	455	20	49	524	2.04%
Hospitality	17 436	510	212	18 158	70.86%
Sport, Recreation & Fitness	1 969	57	17	2 043	7.97%
Travel & Tourism	2 816	52	47	2 915	11.38%

TOTAL	24 579	691	356	25 626	100%
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Source: CATHSSETA SMS 2013

CATHSSETA is generally challenged to collect accurate, comprehensive and quality information on the true extent of the sector demand for skills development. Together with relevant National and Provincial Government Departments in the sector, CATHSSETA initiated various research projects to ensure that there is some reliable data for skills needs analysis. In addition, CATHSSETA has also been actively engaging with stakeholders in the sector to ascertain the demand for skills in the sector, understand blockages and delays in skills development implementation and implications of new legislation and regulation in the sector.

Globally the sector is extremely labour intensive and is a major source of employment, requiring various degrees of skill. Critical in this sector is the degree to which women, youth and migrant labour gain easy access employment and entrepreneurship.

The number of SMMEs registered and serviced by CATHSSETA has a direct impact on the amount of levies received from the employer organisations for the discretionary funding. CATHSSETA has limited financial resources. In 2013, of the total 25 626 companies registered with CATHSSETA only 5 318 paid the skills development levy, amounting to about R200 million per annum. The Levy Paying organisations ordinarily qualify to claim their levies through the mandatory grant scheme as stipulated in the Skills Development Act. The organisation is then left to finance training interventions through projected income. This leaves a significant and increasing gap between skills requirements and the resources available to address such skill shortage.

2.2. Organisational environment

2.2.1 Management Capacity

In 2013/14, CATHSSETA undertook organisational Design and Development process that increased strategic capacity in management of the operation, stakeholder relationship and research capacity. This amongst others improved the organisational capacity resulting in research agreements entered into with Rhodes University; Department of Recreation and Tourism of the University of Zululand; Green Matter; Department of SRSA. In addition, the number of partnership agreement with the employer organisations increased aimed at driving skills development programmes.

2.2.2. Governance

The CATHSSETA operates under the stewardship of the Accounting Authority in the form of the Board. In the course of the previous financial year however, CATHSSETA's governance and management was strained owing to numerous oversight and strategic management capacity. These resulted in the Minister invoking Section 15 of the SDA and appointing an Administrator to turnaround and improve the functioning of the organisation.

The primary focus for this financial year, will entail reviewing overall capacity of the organisation to function efficiently, to plan and improve its performance through resourcing the existing capacity and addressing both internal and external auditors findings. A provisional management structure will be put into place to address current incapacities and gear the organisation towards stability and improved performance.

2.2.3. Revisions to Legislative and other Mandates

There have been no significant changes to the CATHSSETA legislative and other mandates

3. Overview of 2015/16 budget and MTEF estimates

3.1 Expenditure Estimates

Table 3: Medium Term Revenue/ Expenditure Estimates with Amounts in R'000
(excluding Catalytic Grants)

Statement of financial performance	Audited outcome	Revised estimate	Medium-term estimate				
R thousand	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Revenue							
Non-tax revenue	5 938	7 632	6 530	6 857	7 199	7 560	8 212
Transfers received	205 269	224 399	255 055	249 567	265 891	279 185	293 143
Total revenue	211 207	232 031	261 585	256 424	273 090	286 745	301 355
Expenses							
Current expenses	33 279	43 416	54 803	54 720	54 043	57 746	60 337
Compensation of employees	21 670	28 643	32 519	33 144	34 934	36 909	39 494
Goods and services	11 436	13 458	20 890	20 098	17 964	19 692	19 698
Depreciation	170	1 315	1 394	1 478	1 145	1 145	1 145
Interest, dividends and rent on land	3	—	—	—	—	—	—
Transfers and subsidies	133 515	186 546	211 012	201 704	219 047	228 999	241 018
Total expenses	166 794	229 962	265 815	256 424	273 090	286 745	301 355

Surplus/(Deficit)	44 413	2 069	(4 230)	0	–	–	–
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3.2 Relating expenditure trends to strategic outcome oriented goals

- The percentage change in revenue income between 2014/15 to 2015/16 is 6.5% and the overall growth rate from 2015/16 to 2016/17 is 5%.
- Cathsseta currently has changed its current 17 programmes and revised them to 4 new programmes, i.e. Administration, Corporate governance, Planning and Skills development. This enabled the programme allocation to be revised as follows:

Programme	Name	Budget: 2015/16
1	Administration - Core	R 31 204 063
2	Corporate Services - Admin	R 4 639 000
3	Planning	R 12 361 502
4	Skills development	R 224 885 435
Total		R 273 090 000

PART B: Programme and Sub-programme Plans

4. Programmes and sub-programmes

4.1 Programme 1: Administration

Programme Purpose

To enable the CATHSSETA to deliver on the mandate by providing leadership, sound financial management, organisational management, and administrative support.

Programme Description

This program is made up of the following sub-programmes i.e. Marketing and Communications, Finance, Human Resources, Information Technology, and Knowledge Management (Records Management).

Strategic Objectives

4.1.1 Sub-programme 1.1: Finance

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE NCE 2014/15	MTSF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.1.1	Comply with SCM performance imperatives	1.1.1.1	% of procurement requests finalised within prescribed time	No baseline	No baseline	No baseline	100%	100%	100%	100%
		1.1.1.2	# audit rating of SCM compliance to relevant regulations	No baseline	No baseline	No baseline	3	3	4	5
1.1.2	Comply with financial	1.1.2.1	% of reduction in the number of wasteful and fruitless expenditure transactions	99%	99%	99%	100%	100%	100%	100%

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE NCE 2014/15	MTSF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
	performance imperatives	1.1.2.2	% of reduction irregular expenditure from past financial year	39%	25%	93%	100%	100%	100%	100%
		1.1.2.3	% of variance of spend to approved operating budget	No baseline	32%	59%	+23%	10%	5%	5%
		1.1.2.4	% of grant funds disbursed within agreed turnaround from approval	No baseline	No baseline	No baseline	Not applicable	95%	95%	95%
		1.1.2.5	% of payments processed within 30 calendar days	No baseline	No baseline	100%	Not applicable	90%	95%	95%
		1.1.2.6	# audit rating of finance compliance to relevant regulations	No baseline	No baseline	100%	Not applicable	3	4	5

Strategic objective Quarterly targets for 2015/16

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
1.1.1	Comply with SCM performance imperatives	1.1.1.1	% of procurement requests finalised within prescribed time	Quarterly	Standard	100%	100%	100%	100%	100%
		1.1.1.2	# audit rating of SCM compliance to relevant regulations	Bi-Annually	Standard	3	-	3	-	3
1.1.2	Comply with financial	1.1.2.1	% of reduction in the number of wasteful and fruitless expenditure transactions	Annually	Standard	100%	100%	100%	100%	100%

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
	performance imperatives	1.1.2.2	% of reduction irregular expenditure from past financial year	Annually	Standard	100%	100%	100%	100%	100%
		1.1.2.3	% of variance of spend to approved operating budget	Quarterly	Standard	10%	10%	10%	10%	10%
		1.1.2.4	% of grant funds disbursed within agreed turnaround from approval	Quarterly	Standard	95%	95%	95%	95%	95%
		1.1.2.5	% of payments processed within 30 calendar days	Quarterly	Standard	90%	90%	90%	90%	90%
		1.1.2.6	# audit rating of finance compliance to relevant regulations	Quarterly	Standard	3	-	3	-	3

4.1.2 Sub-programme 1.2: Human Resources

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE NCE 2014/15	MTSF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.2.1	Create an environment that enables performance	1.2.1.1	% of employee vacancy rate	15%	15%	30%	26%	15%	15%	10%
		1.2.1.2	% employee turnover	14%	11%	14%	20%	20%	10%	8%
		1.2.1.3	% of payroll budget spend on training	Not applicable	Not applicable	Not applicable	1%	1%	2%	2%
		1.2.1.4	% of people with disability	Not applicable	Not applicable	Not applicable	Not applicable	1%	2%	2%
		1.2.1.5	% of women in senior management	Not applicable	Not applicable	27%	63%	60%	60%	60%
1.2.2	Comply with OHSA	1.2.2.1	% of compliance with OHS Act	No baseline	33%	30%	85%	85%	85%	85%

Strategic objective quarterly targets for 2015/16

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
1.2.1	Create an environment that enables performance	1.2.1.1	% of employee vacancy rate	Quarterly	Standard	15%	8%	8%	8%	8%
		1.2.1.2	% employee turnover	Quarterly	Standard	20%	8%	8%	8%	8%
		1.2.1.3	% of payroll budget spend on training	Quarterly	Standard	1%	1%	1%	1%	1%
		1.2.1.4	% of people with disability	Quarterly	Standard	1%	1%	1%	1%	1%
		1.2.1.5	% of women in senior management	Quarterly	Standard	60%	41%	41%	41%	41%
1.2.2	Comply with OHSA	1.2.2.1	% of compliance with OHS Act	Annually	Standard	85%	-	-	-	85%

4.1.3 Sub-programme 1.3: Marketing and Communications

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATE D PERFORMANCE 2014/15	MTSF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.3.1	Promote CATHSSETA to stakeholders	1.3.1.1	% stakeholder awareness of CATHSSETA	Not applicable	Not applicable	Not applicable	Not applicable	70%	75%	80%
1.3.2	Strengthen CATHSSETA Brand	1.3.2.1	# of CATHSSETA campaigns implemented	Not applicable	Not applicable	Not applicable	Not applicable	16	18	20
		1.3.2.2	# Brand strength rating index	Not applicable	Not applicable	Not applicable	Not applicable	1	2	2
1.3.3	Improve our information sharing platforms	1.3.3.1	% growth in the use of all CATHSSETA information sharing platforms	Not applicable	Not applicable	Not applicable	Not applicable	20%	40%	60%
1.3.4	Update the CATHSSETA stakeholder database	1.3.4.1	% bounce back on email contact	Not applicable	Not applicable	Not applicable	Not applicable	20%	20%	20%
		1.3.4.2	% bounce back on sms contact	Not applicable	Not applicable	Not applicable	Not applicable	20%	20%	20%

Strategic objective quarterly targets for 2015/16

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
1.3.1	Promote CATHSSETA to stakeholders	1.3.1.1	% stakeholder awareness of CATHSSETA	Annually	Standard	70%	-	-	-	70%
1.3.2	Strengthen CATHSSETA Brand	1.3.2.1	% of CATHSSETA campaign milestones achieved	Annually	Cumulative	100%	10%	50%	80%	100%
		1.3.2.2	# Brand strength rating index	Annually	Standard	1	-	-	-	1
1.3.3	Improve our information sharing platforms	1.3.3.1	% growth in the use of all CATHSSETA information sharing platforms	Annually	Cumulative	20%	5%	10%	15%	20%
1.3.4	Update the CATHSSETA stakeholder database	1.3.4.1	% bounce back on email contact	Quarterly	Standard	20%	20%	20%	20%	20%
		1.3.4.2	% bounce back on sms contact	Quarterly	Standard	20%	20%	20%	20%	20%

4.1.4 Sub-programme 1.4: Information Technology

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE NCE 2014/15	MTSF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.4.1	Ensure system availability	1.4.1.1	%business disaster recovery plan milestones achieved	Not applicable	Not applicable	Not applicable	Not applicable	100%	100%	100%
		1.4.1.2	% System availability	Not applicable	Not applicable	Not applicable	Not applicable	99.9%	99.9%	99.9%
		1.4.1.3	% achievement of SLA agreement with outsourced services	Not applicable	Not applicable	Not applicable	Not applicable	100%	100%	100%

Strategic objective quarterly targets for 2015/16

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
1.4.1	Ensure system availability	1.4.1.1	%business disaster recovery plan milestones achieved	Quarterly	Standard	100%	100%	100%	100%	100%
		1.4.1.2	% System availability	Quarterly	Standard	99.9%	99.9%	99.9%	99.9%	99.9%
		1.4.1.3	% achievement of SLA agreement with outsourced services	Annually	Non-cumulative	N/A	100%	100%	100%	100%

4.1.5 Sub-programme 1.5: Knowledge Management (Records Management)

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE NCE 2014/15	MTSF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.5.1	Ensure availability Information	1.5.1.1	%of times records are not found	Not applicable	Not applicable	Not applicable	Not applicable	0%	0%	0%
		1.5.1.2	% times records are accessed outside the agreed turnaround times	Not applicable	Not applicable	Not applicable	Not applicable	5%	5%	5%
		1.5.1.3	# Compliance rating with NASA guidelines	Not applicable	Not applicable	Not applicable	Not applicable	100%	100%	100%

Strategic objective quarterly targets for 2015/16

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
1.5.1	Ensure availability Information	1.5.1.1	% of times records are not found	Quarterly	Standard	0%	0%	0%	0%	0%
		1.5.1.2	% times records are accessed outside the agreed turnaround times	Quarterly	Standard	5%	5%	5%	5%	5%
		1.5.1.3	# Compliance rating with NASA guidelines	Annually	Standard	100%	-	-	-	100%

4.2 Programme 2: Corporate Governance

Programme Purpose

The purpose of this program is to enable CATHSSETA to deliver on its mandate through the provision of corporate governance support services that ensure accountability.

Programme Description

This programme is made up of the Board services, office of the Chief Executive Officer, and board structures.

Strategic Objectives

4.2.1 Sub-programme 2.1 Chief Executive Officer

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE NCE 2014/15	MTEF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
2.1.1	Ensure good governance at the CATHSSETA	2.1.1.1	#Governance functional structures	No baseline	No baseline	No baseline	0	5	9	9
2.1.2	Comply with applicable legal imperatives	2.1.2.1	%sampled contracts compliant with contractual terms and conditions	No baseline	No baseline	No baseline	No baseline	80%	80%	80%
		2.1.2.2	%compliance with applicable laws and regulations	No baseline	No baseline	No baseline	No baseline	100%	100%	100%
2.1.3	Minimise the impact of risk	2.1.3.1	%of mitigation plans implemented	No baseline	No baseline	No baseline	No baseline	70%	80%	80%
2.1.4	Resolve audit findings within agreed times	2.1.4.1	%of audit findings resolved within due date	No baseline	No baseline	No baseline	No baseline	100%	100%	100%

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE				ESTIMATED PERFORMANCE NCE 2014/15	MTEF		
				2011/12	2012/13	2013/14			2015/16	2016/17	2017/18
2.1.5	Achieve predetermined strategic objectives	2.1.5.1	% of achievement of total targets achieved	No baseline	No baseline	No baseline		No baseline	100%	100%	100%
2.1.6	Comply with corporate governance imperatives	2.1.6.1	# external audit rating	No baseline	No baseline	No baseline		No baseline	1	1	1
2.1.7	Achieve customer satisfaction	2.1.7.1	# customer satisfaction index rating	Not applicable	Not applicable	Not applicable		Not applicable	-40%	-10%	0%

Strategic objective quarterly targets for 2015/16

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
2.1.1	Ensure good governance at the CATHSSETA	2.1.1.1	#functional structures	Quarterly	Cumulative	0	-	3	4	5
2.1.2	Comply with applicable legal imperatives	2.1.2.1	%sampled contracts compliant with contractual terms and conditions	Quarterly	Cumulative	80%	50%	60%	70%	80%
2.1.3	Minimise the impact of risk	2.1.2.2	%compliance with applicable laws and regulations	Quarterly	Standard	100%	100%	100%	100%	100%
2.1.4	Resolve audit findings within agreed times	2.1.3.1	%of mitigation plans implemented	Quarterly	Cumulative	70%	60%	65%	70%	70%
		2.1.4.1	%of audit findings resolved within due date	Quarterly	Standard	100%	100%	100%	100%	100%

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
2.1.5	Achieve predetermined strategic objectives	2.1.5.1	% of achievement of total targets achieved	Quarterly	Standard	100%	100%	100%	100%	100%
2.1.6	Comply with corporate governance imperatives	2.1.6.1	# external audit rating	Quarterly	Standard	1	-	-	-	1
2.1.7	Achieve customer satisfaction	2.1.7.1	# customer satisfaction index rating	Biannual	Non-cumulative	2	-	-	-	2

4.3 Programme 3: Planning

Programme Purpose

The purpose of this programme is provide performance information services that informs management decision making that will lead to the achievement of the CATHSSETA predetermined strategic objectives.

Programme Description

This programme is made up of the following units i.e. the Sector Planning and evaluation Unit, strategy development unit, monitoring and reporting unit, and the evaluation unit.

Strategic Objectives

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATE D PERFORMANCE 2014/2015	MTEF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
3.1.1	Commission CATHSSETA sector research	3.1.1.1	% research agenda items achieved	No Baseline	No Baseline	No Baseline	No Baseline	80%	90%	100%
		3.1.1.2	# Research items published on the CATHSSETA research portal	No Baseline	No Baseline	No Baseline	6	6	12	18
3.1.2	Submit AA approved strategy reports to the DHET	3.1.2.1	# SP submissions submitted	-	-	3	3	3	3	3
		3.1.2.2	# SSP submissions submitted			3	3	3	3	3
		3.1.2.3	# APP submissions submitted			3	3	3	3	3
3.1.3	Submit strategy performance reports to DHET	3.1.3.1	# strategy performance reports submitted (Qtr. & APR)	-	-	5	5	5	5	5

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATE D PERFORMANCE ANCE 2014/2015	MTEF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
		3.1.3.2	% remedial action plan per quarterly report achieved	No Baseline	No Baseline	No Baseline	0	100%	100%	100%
3.1.4	Improve the impact of strategy planning services within CATHSSETA	3.1.4.1	# impact assessment studies conducted	No Baseline	No Baseline	No Baseline	0	1	1	1

Strategic objective quarterly targets for 2015/16

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
3.1.1	Commission CATHSSETA sector research	3.1.1.1	% research agenda items achieved	Annually	Cumulative	80%	20%	40%	60%	80%
		3.1.1.2	# Research items published on the CATHSSETA research portal	Annually	Cumulative	6		2	4	6
3.1.2	Submit AA approved strategy reports to the DHET	3.1.2.1	# SP submissions submitted	Quarterly	Standard	3		1	1	1
		3.1.2.2	# SSP submissions submitted	Quarterly	Standard	3	1	2		
		3.1.2.3	# APP submissions submitted	Quarterly	Standard	3		1	1	1
3.1.3	Submit strategy performance reports to DHET	3.1.3.1	# strategy performance reports submitted (Qtr. & APR)	Quarterly	Cumulative	5	1	3	4	5

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
		3.1.3.2	% remedial action plan per quarterly report achieved	Annually	Cumulative	100%	100%	100%	100%	100%
3.1.4	Improve the impact of strategy planning services within CATHSSETA	3.1.4.1	# of impact assessment studies conducted	Annually	Cumulative	1	-	-	1	1

4.4 Programme 4: Skills Development

Programme Purpose

The purpose of this programme is facilitate the delivery of the CATHSSETA core mandate of skills development in the CATHSSETA sector.

Programme Description

This programme is made up of the five sub-programmes i.e. Quality assurance, learning interventions & grants, special projects, provincial operations and chambers.

Strategic Objectives

4.4.1 Sub-Programme 4.1: Quality Assurance and Capacity Building

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2014/2015	MTEF		
				2011/12	2012/13	2013/14		2011/12	2012/13	2013/14
4.1.1	Build qualifications that are fit for purpose	4.1.1.1	# of qualifications applications submitted to QCTO	N/A	N/A	2	2	4	5	6
4.1.2	Improve Training Provider compliance with legislated requirements	4.1.2.1	% of Training Providers that are compliant from visits	N/A	N/A	N/A	75%	75%	75%	75%

Strategic objective quarterly targets for 2015/16

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
4.1.1	Build qualifications that are fit for purpose	4.1.1.1	# of qualifications applications submitted to QCTO	Quarterly	Cumulative	4	-	-	2	4
4.1.2	Improve Training Provider compliance with legislated requirements	4.1.2.1	% of Training Providers that are compliant from visits	Quarterly	Cumulative	110	20	50	80	110

4.4.2 Sub-Programme 4.2: Learning Interventions and Grants

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2014/2015	MTEF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
4.2.1	Increase the number of learners enrolled in PIVOTAL programmes	4.2.1.1	# of Learners entering (enrolled) LEARNERSHIP programmes	N/A	N/A	N/A	1250	600	700	800
		4.2.1.2	# of Learners completing LEARNERSHIP programmes	N/A	N/A	N/A	650	300	350	400
		4.2.1.3	# of Learners entering (enrolled) BURSARY programmes	N/A	N/A	N/A	342	350	400	450
		4.2.1.4	# of Learners completing BURSARY programmes	N/A	N/A	N/A	269	175	200	225
		4.2.1.5	# of Learners entering (enrolled) SKILLS programmes	N/A	N/A	N/A	1030	500	600	700
		4.2.1.6	# of Learners completing SKILLS programmes	N/A	N/A	N/A	830	250	300	350
		4.2.1.7	# of learners entering (enrolled) Work experience and internship programmes	N/A	N/A	N/A	150	320	370	420
		4.2.1.8	# of learners completing Work experience and internship programmes	N/A	N/A	N/A	125	260	295	335

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2014/2015	MTEF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
		4.2.1.9	# of ARTISANS entering training programmes	N/A	N/A	N/A	204	100	150	200
		4.2.1.10	# of ARTISANS completing training programmes	N/A	N/A	N/A	150	50	75	100

Strategic objective quarterly targets for 2015/16

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
4.2.1	Increase the number of learners enrolled in PIVOTAL programmes	4.2.1.1	# of Learners entering (enrolled) LEARNERSHIP programmes	Quarterly	Cumulative	600	300	-	600	-
		4.2.1.2	# of Learners completing LEARNERSHIP programmes	Quarterly	Cumulative	300	75	150	225	300
		4.2.1.3	# of Learners entering (enrolled) BURSARY programmes	Quarterly	Cumulative	350	175	-	-	350
		4.2.1.4	# of Learners completing BURSARY programmes	Quarterly	Cumulative	175	-	-	-	175
		4.2.1.5	# of Learners entering (enrolled) SKILLS programmes	Quarterly	Cumulative	500	250	-	500	-
		4.2.1.6	# of Learners completing SKILLS programmes	Quarterly	Cumulative	250	-	125	-	250
		4.2.1.7	# of learners entering (enrolled) Work experience and internship programmes	Quarterly	Cumulative	320	320	-	-	-
		4.2.1.8	# of learners completing Work experience and internship programmes	Quarterly	Cumulative	260	-	-	-	260
		4.2.1.9	# of ARTISANS entering training programmes	Quarterly	Cumulative	100	50	-	100	-

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
		4.2.1.10	# of ARTISANS completing training programmes	Quarterly	Cumulative	50	-	25	-	50

4.4.3 Sub-Programme 4.3: Special Projects

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2014/2015	MTEF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
4.3.1	To increase support to sectoral small business organisations	4.3.1.1	# of sectoral small business enterprises directly supported	N/A	N/A	1263	2300	800	1000	1200
		4.3.1.2	# unemployed youth from rural areas supported	N/A	N/A	N/A	N/A	250	300	350
4.3.2	Improve the capacity of TVET Colleges to deliver skills development interventions	4.3.2.1	# of TVET staff entering training programmes	N/A	N/A	N/A	50	50	80	90
		4.3.2.2	# of TVET staff completing training programmes	N/A	N/A	20	32	50	80	90
		4.3.2.3	# of TVET staff exposed to industry	N/A	N/A	20	32	200	200	200
		4.3.2.4	# NCV level 4 learners placed in a WIL program	N/A	N/A	N/A	NA	700	800	900
		4.3.2.5	# N6 learners placed in a WIL program	N/A	N/A	N/A	NA	500	600	700

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2014/2015	MTEF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
		4.3.2.6	# of TVET college staff trained on OD-ETDP per college	N/A	N/A	N/A	N/A	100	100	100
		4.3.2.7	# of CATHSSETA learning programs licenced to TVET colleges	N/A	N/A	N/A	5	5	5	5
4.3.3	Build qualifications that are fit for purpose	4.3.3.1	# of TVET programs submitted for approval	N/A	N/A	2	-	1	2	2
4.3.4	Implement rural development projects	4.3.4.1	# rural development projects	N/A	N/A	N/A	8	6	7	8

Strategic objective quarterly targets for 2015/16

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
4.3.1	To increase support to sectoral small business organisations	4.3.1.1	# of sectoral small business enterprises directly supported	Annual	Cumulative	800	800	-	-	-
		4.3.1.2	# unemployed youth from rural areas supported	Annual	Cumulative	250	125	-	250	-

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
4.3.2	Improve the capacity of TVET Colleges to deliver skills development interventions	4.3.2.1	# of TVET staff entering training programmes	Annual	Cumulative	50	-	-	50	-
		4.3.2.2	# of TVET staff completing training programmes	Annual	Cumulative	50	-	-	-	50
		4.3.2.3	# of TVET staff exposed to industry	Annual	Cumulative	200	-	100	150	200
		4.3.2.4	# NCV level 4 learners placed in a WIL program	Annual	Cumulative	700	350	-	700	-
		4.3.2.5	# N6 learners placed in a WIL program	Annual	Cumulative	500	250	-	500	-
4.3.3	Build qualifications that are fit for purpose	4.3.2.6	# of TVET college staff trained on OD-ETDP per college	Annual	Cumulative	100	-	50	-	100
		4.3.2.7	# of CATHSSETA learning programs licenced to TVET colleges	Annual	Cumulative	5	-	-	3	5
4.3.3	Build qualifications that are fit for purpose	4.3.3.1	# of TVET programs submitted for approval at DHET	Annual	Standard	1				1
4.3.4	Implement rural development projects	4.3.4.1	# rural development projects	Annual	Standard	6		2	2	6

4.4.4 Sub-Programme 4.4: Provincial Operations

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2014/15	MTEF		
				2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
4.4.1	Increase CATHSETA stakeholder support	4.4.1.1	# provincial offices established	N/A	N/A	N/A	0	4 - WC, KZN, NC, EC	3 - GP, FS, NW	2 - MPU, LIM
		4.4.1.2	% achievement of the provincial business plan	N/A	N/A	N/A	0	30%	70%	100%

Strategic objective quarterly targets for 2015/16

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
4.4.1	Increase CATHSETA stakeholder support	4.4.1.1	# provincial offices established	Quarterly	Cumulative	4 offices- WC, KZN, NC, EC	-	2	1	1
		4.4.1.2	% achievement of the provincial business plan	Quarterly	Cumulative	30%	-	20%	25%	30%

4.4.5 Sub-Programme 4.5: Chambers

Strategic objective annual targets for 2015/16 to 2017/18

#	STRATEGIC OBJECTIVE	#	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2014/2015	MTEF		
				2011/12	2012/13	2013/14		2015/2016	2016/2017	2017/2018
4.5.1	To implement skills development in the chambers	4.5.1.1	% achievement of the chamber skills development business plan	N/A	N/A	N/A	N/A	100%	100%	100%
		4.5.1.2	# of subsector career guides developed	N/A	N/A	6	6	6	6	6
		4.5.1.3	# of sector career guidance events	N/A	N/A	N/A	15	15	15	15
		4.5.1.4	# of skills development forums attended	N/A	N/A	N/A	N/A	9	9	9
4.5.2	Contribute to skills development in the sector	4.5.2.1	# of MOUs concluded with relevant sector employers	N/A	N/A	6	10	8	8	8
		4.5.2.2	% increase of sector funded learning interventions	N/A	N/A	N/A	N/A	10%	10%	10%
		4.5.2.3	# learners supported through industry funded interventions	N/A	N/A	N/A	N/A	3154	3200	3250

4.5.3	Improve the payment of Mandatory grant	4.5.3.1	% of Mandatory Grant applications evaluated	N/A	N/A	90%	95%	100%	100%	100%
		4.5.3.2	# Levy paying employers directly supported through Mandatory Grants	N/A	N/A		760	850	860	870

Strategic objective quarterly targets for 2015/16

#	Strategic objective	#	Performance Indicator	Reporting period	Target Reporting Type	Annual Target 2015/2016	Quarterly targets			
							1st	2nd	3rd	4th
4.5.1	To implement skills development in the chambers	4.5.1.1	% achievement of the chamber skills development business plan	Annually	Non-cumulative	100%		-	-	-
		4.5.1.2	# of subsector career guides developed	Annually	Non-cumulative	6	-	6	-	-
		4.5.1.3	# of sector career guidance events	Quarterly	Cumulative	15	6	12	15	-
		4.5.1.4	# of skills development forums attended	Quarterly	Cumulative	9	-	3	9	-
4.5.2	Contribute to skills development in the sector	4.5.2.1	# of MOUs concluded with relevant sector employers	Annually	Non-Cumulative	8	-	-	-	8
		4.5.2.2	% increase of sector funded learning interventions	Quarterly	Non-cumulative	10%	-	-	-	10%
		4.5.2.3	# learners supported through industry funded interventions	Quarterly	Cumulative	3154	780	1560	2340	3154

4.5.3	Improve the payment of Mandatory grant	4.5.3.1	% of Mandatory Grant applications evaluated	Annually	Non-cumulative	100%	-	-
		4.5.3.2	# Levy paying employers directly supported through Mandatory Grants	Annually	Non-cumulative	850	-	850

5. Reconciling Performance Targets with the Budget and MTEF

Table A.2 Culture, Arts, Tourism, Hospitality and Sports Education and Training Authority											
R thousand	Audited outcome			Revised estimate	Average growth rate (%)	Expenditure/ total: Average (%)	Medium term estimate			Average growth rate (%)	Expenditure/ total: Average (%)
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17		
Administration	19 691	25 735	27 663	32 970	18.70%	12.70%	36 855	38 431	40 564	7.20%	12.00%
Mandatory Grants (Employer Grants)	67 375	78 959	94 620	41 448	15.00%	36.80%	46 332	48 567	50 995	7.20%	15.10%
Pivotal Grants				235 710		16.90%	163 576	171 450	181 147	8.40%	59.70%
Discretionary Grants	56 400	62 100	107 679	38 124	12.20%	33.60%	40 894	43 096	43 914	4.80%	13.30%
Total expense	143 466	166 794	229 962	348 252	34.40%	100.00%	287 657	301 544	316 620	3.10%	100.00%

Table A.3 Culture, Arts, Tourism, Hospitality and Sports Education and Training Authority											
Statement of financial performance	Audited outcome			Revised estimate	Average growth rate (%)	Expenditure/ total: Average (%)	Medium term estimate			Average growth rate (%)	Expenditure/ total: Average (%)
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17		
R thousand											
Revenue:											
Tax revenue	-	-	-	-	-	-	-	-	-	-	-

Nontax revenue	3 162	5 938	7 632	97 052	213.10%	9.00%	6 857	7 199	7 559	-57.30%	8.80%
Sale of goods and services other than capital assets of which	-	-	-	-	-	-	-	-	-	-	-
Administrative fees	-	-	-	-	-	-	-	-	-	-	-
Sales by market establishment	-	-	-	-	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-	-	-	-	-
Other nontax revenue	3 162	5 938	7 632	97 052	213.10%	9.00%	6 857	7 199	7 559	-57.30%	8.80%
Transfers received	166 030	205 269	224 399	251 200	14.80%	91.00%	280 800	294 344	309 061	7.20%	91.20%
Total revenue	169 192	211 207	232 031	348 252	27.20%	100.00%	287 657	301 543	316 620	-3.10%	100.00%
Expenses:											
Current expenses	19 691	33 279	43 416	46 733	33.40%	16.50%	52 190	54 507	57 444	7.10%	16.90%
Compensation of employees	9 394	21 670	28 643	32 519	51.30%	10.30%	34 144	35 838	37 844	5.20%	11.30%
Goods and services	9 943	11 436	13 458	12 820	8.80%	5.80%	16 569	17 103	17 940	11.90%	5.20%
Depreciation	205	170	1 315	1 394	89.40%	0.30%	1 478	1 566	1 660	6.00%	0.50%
Interest, dividends and rent on land	149	3	-	-	100.00%	0.00%	-	-	-	-	-
Transfers and subsidies	123 775	133 515	186 546	301 519	34.60%	83.50%	235 467	247 037	259 176	-4.90%	83.10%
Total expenses	143 466	166 794	229 962	348 252	34.40%	100.00%	287 657	301 544	316 620	310.00%	100.00%
Surplus/(Deficit)	25 726	44 413	2 069	-	100.00%	-	-	1	-	-	-
Deficit financing check											
Expenses:											
Current expenses	-	7 544	-	-	-	-	-	-	-	-	-
Compensation of employees	-	7 544	-	-	-	-	-	-	-	-	-
Goods and services	-	-	-	-	-	-	-	-	-	-	-

Compensation of employees	9 394	13 877	28 643	32 519	51.30%	-	34 144	35 838	37 844	5.20%	68.60%
Goods and services	9 943	11 436	13 458	12 820	8.80%	-	16 569	17 103	17 940	11.90%	31.40%
Interest and rent on land	149	3	-	-	100.00%	-	-	-	-	-	-
Tax payment	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	101 784	147 772	177 060	315 282	45.80%	-	250 802	263 113	276 056	-4.30%	545.50%
Cash flow from operating activities	46 864	30 593	11 244	(12 369)	164.10%		(13 858)	(14 510)	(15 219)	7.20%	27.30%
Cash flow from advancing activities (Financial Institutions only)											
Loan disbursements		-	-	-	-	-	-	-	-	-	-
Loan principal repayments		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
Cash flow from investing activities	-723	195	(7 245)	-	100.00%		-	-	-	-	-
Acquisition of property, plant, equipment & intangible assets	-723	195	(7 245)	-	100.00%		-	-	-	-	-
Other flows from Investing Activities	-	-	-	-	-		-	-	-	-	-
Domestic	-	-	-	-	-		-	-	-	-	-
Foreign	-	-	-	-	-		-	-	-	-	-
Cash flow from financing activities		18 608	12 329								
Deferred Income	-	18 608	12 329	-	-		-	-	-	-	-
Borrowing Activities	-	-	-	-	-		-	-	-	-	-
Domestic	-	-	-	-	-		-	-	-	-	-
Foreign	-	-	-	-	-		-	-	-	-	-
Repayment of finance leases	-	-	-	-	-		-	-	-	-	-
Other (e.g. issuance of shares, revaluations)	-	-	-	-	-		-	-	-	-	-
Net increase / (decrease) in cash and cash equivalents	46 141	49 006	16 328	(12 369)	164.50%		(13 858)	(14 510)	(15 219)	7.20%	27.30%

Financial position	Audited outcome			Revised estimate	Average growth rate (%)	Expenditure/total: Average (%)	Medium term estimate				Average growth rate (%)	Expenditure/total: Average (%)
	2010/11	2011/12	2012/13				2013/14	2014/15	2015/16	2016/17		
Carrying value of assets of which:												
Acquisition of assets	1 341	1 285	7 210	5 796	62.90%	3.20%		4 298	2 726	1 066	-43.10%	3.40%
Investments	723	195	(7 245)		100.00%	1.50%						
Inventory												
Loans	198	285	507	507	36.80%	0.30%		507	507	507		0.60%
Accrued investment interest												
Receivables and prepayments												
Cash and cash equivalents	18 078	9 845	11 136		100.00%	9.70%						
Noncurrent assets held for sale	59 895	108 902	125 231	112 862	23.50%	86.90%		99 004	84 494	69 274	-15.00%	96.00%
Defined benefit plan assets												
Taxation												
Derivatives financial instruments												
Total assets	79 512	120 317	144 084	119 165	14.40%	100.00%		103 809	87 727	70 847	15.90%	100.00%
Accumulated surplus/(deficit)	30 930	92 574	94 642	92 020	43.80%	64.70%		87 303	69 247	48 871	19.00%	77.30%
Capital and reserves												
Capital reserve fund												
Borrowings												
Finance lease			4 180	1 879		1.10%		940			100.00%	0.60%
Accrued interest												
Deferred income												
Trade and other payables	47 945	27 063	44 860	24 266	20.30%	33.60%		14 566	17 480	20 976	-4.70%	21.00%

6. CATHSSETA 2015-2016 SLA TARGETS

Subsequent to the finalisation of the budget processes, CATHSSETA engaged the DHET in finalisation of the SETA targets for the 2015/16 financial year. The final targets have been concluded after careful consideration of the following factors:

1. CATHSSETA 2015/16 projected income and expenses;
2. Targets received from DHET linked to the ministerial performance plan;
3. Stipulations in the Grant Regulations;
4. National Treasury Regulations; and
5. Sector training.

The CATHSSETA projected income for 2015/15 is R301 543 760 with the total expenditure limit capped at R 301 544000. Of this amount, a total of R259 752 938 is budgeted for Discretionary Grants, whereas 80 percent goes to PIVOTAL funding (R207 802 350).

Projected costs based on targets received from DHET amounts to R189 280 000 for PIVOTAL funding alone, and requires additional funding exceeding R84 000 000 in order to meet these targets. The National Treasury requires that targets set in the Annual Performance Plan are linked to budgets and are achievable. If CATHSSETA were to adopt the targets from DHET as they are, CATHSSETA would be deviating from the SMART target principle.

Sector training trends indicate that over the past 5 years the industry has been using the Mandatory Grants for training and is further dependent on CATHSSETA for support in the administration of some key aspects of training, such as learner registration, qualification quality control, assessments, moderation, monitoring and certification. CATHSSETA has in the past and present reported on this training as part of its achievements. In light of the fact that CATHSSETA's mandate is to facilitate sector training, we believe that such sector training reporting is legitimate and should be included in the SETA plans.

On the basis of these considerations, the targets have been analysed as per the table below:

No.	Performance Indicators	Ministerial Targets 2015/16	CATHSSETA APP Target to Budget 2015/16	Sector Targets	CATHS+SECTOR Final SLA Targets	Total Budget 15/16	Cost per learner/year
1	Number of employed Learners entering LEARNERSHIP programmes	1350	200	1150	1350	R 4 000 000	R 20 000
2	Number of employed Learners entering BURSARY programmes	200	150	n/a	200	R 5 250 000	R 35 000
3	Number of employed Learners entering EMPLOYED SKILLS programmes	1300	300	1000	1300	R 3 000 000	R 10 000
4	Number of unemployed Learners entering LEARNERSHIP programmes	1300	400	900	1300	R 20 000 000	R 50 000
5	Number of unemployed Learners entering BURSARY programmes	300	200	n/a	200	R 13 400 000,00	R 67 000
7	Number of unemployed Learners entering SKILLS programmes	900	200	n/a	200	R 2 600 000	R 10 000
8	Artisans Entered	204	100	104	204	R 5 000 000	R 50 000
9	TVET Graduate Placement NCV Learners	1200	700	n/a	700	R 12 600 000	R 18 000
10	TVET Graduate Placement N6 Learners		500	n/a	500	R 18 000 000	R 36 000
11	Unemployed Entering Workplace Experience	190	150	n/a	150	R 6 300 000	R 42 000
12	University Student/Graduate Placement	200	170	n/a	170	R 7 140 000	R 42 000
	TOTAL				R 98 005 174	R 97 290 000,00	

In the light of this background, CATHSSETA concluded the Learning Programmes targets as follows:

NO	LEARNING PROGRAMMES	Ministerial Targets 2015/16	CATHSSETA TARGET BASED ON BUDGET in APP	SECTOR TARGET	CATHS+SECTOR Final SLA Targets
1	Number of employed Learners entering LEARNERSHIP programmes	1350	200	1150	1350
2	Number of employed Learners entering BURSARY programmes	200	150	n/a	200
3	Number of employed Learners entering EMPLOYED SKILLS programmes	1300	300	1000	1300
4	Number of unemployed Learners entering LEARNERSHIP programmes	1300	400	900	1300
5	Number of unemployed Learners entering BURSARY programmes	300	200	n/a	200
7	Number of unemployed Learners entering SKILLS programmes	900	200	n/a	200
8	Artisans Entered	204	100	104	204
9	TVET Graduate Placement NCV Learners	1200	700	n/a	700
10	TVET Graduate Placement N6 Learners		500	n/a	500
11	Unemployed Entering Workplace Experience	190	150	n/a	150
12	University Student/Graduate Placement	200	170	n/a	170

7. THE CATHSSETA DISCRETIONARY GRANTS FUNDING FRAMEWORK

In accordance with the SETA Grant Regulations, CATHSSETA has prepared and included the Discretionary Grant funding framework in this plan to ensure national access and adequate participation of stakeholders and public in general.

PIVOTAL PROGRAMME	TARGET APPLICANTS	DATES	TARGET BENEFICIARIES	FUNDING ALLOCATION PER LEARNER	CRITERIA
BURSARY	Universities UoTs TVET Colleges Employers	Jan - Feb 2015 April –June 2015	150 Employed learners 200 Unemployed Learners	Employed Learners: R 35,000 per Learner Unemployed fulltime R 67,000 per Learner	Bursary Guidelines
LEARNERSHIP	Employers	Jan - Feb 2015 April –June 2015	200 Employed Learners 400 Unemployed Learners	R 20,000 per Employed Learner R 50,000 per Unemployed Learner	Learnership Grant Guidelines
APPRENTICESHIP	Employers	Jan - Feb 2015 April –June 2015	100 Unemployed learners	R 50,000 per Learner	Learnership Grant Guidelines
WORK INTEGRATED LEARNING: (<i>Internships and Experiential Learning</i>)	Employers (Public Education and Training Institutions)	Jan - Feb 2015	320 Unemployed Learners/university graduates	R 42,000 per Learners for a period of 12 months	Work Integrated Learning Grant Guidelines
WORK INTEGRATED LEARNING: (<i>Internships and Experiential Learning</i>)	TVET Colleges Employers	Jan - Feb 2015 April –June 2015	1200 TVET Colleges Learners (700 NCV L2-4 Hospitality and Tourism and 500 N6-learners hospitality and Tourism)	R 18,000 per Learner for a period of 6 months for NCV learners and R54, 000 per N learners for a period of 18 months	Work Integrated Learning Grant Guidelines
SKILLS PROGRAMME	Levy Paying Employers submitting Mandatory Grant applications	Jan - Feb 2015 April –June 2015	300 Employed learners 200 Unemployed Learners	R150 per credit, up to 60 credits per learner, excluding stipend of R75, 10 per day for unemployed learners.	Skills Programmes Grant Guidelines
SKILLS PROGRAMME	SMEs	Jan - Feb 2015	800 SME owners and entrepreneurs	R150 per credit, up to 60 credits per learner	Skills Programmes Grant Guidelines

PIVOTAL PROGRAMME	TARGET APPLICANTS	DATES	TARGET BENEFICIARIES	FUNDING ALLOCATION PER LEARNER	CRITERIA
SKILLS PROGRAMME	Non-Levy Payers: NGOs, CBOs, COOPs, SMMEs	Jan - Feb 2015	250 Unemployed Youth in Rural Areas	R150 per credit, up to 60 credits per learner	Skills Programmes Grant Guidelines

PART C: LINKS TO OTHER PLANS

8. LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Table 4: Strategic Integrated Projects (SIPs) 2015/16 commitment.

OFO	Occupation/discipline	Workplace		
		No.	Unit Cost	Total
Management				
134901	Environmental manager	30	R 30,000	R 900,000
Service and clerical workers				
441903	Programme or Project Administrators Assistants	10	R 20,000	R 200,000
Plant and machine operators				
733201	Truck driver	10	R 40,000	R 400,000
Elementary and Non-Trade Production Workers				
862202	Handyperson	10	R 11,000	R 110,000
TOTAL		60		R 1,610,000

9. CONDITIONAL GRANTS

The matter of conditional grants is not applicable to the CATHSSETA at this stage.

10. PUBLIC-PRIVATE PARTNERSHIPS

There are currently no Public-Private Partnerships in place.

11. PUBLIC ENTITIES

The CATHSSETA has no Public Entities.

12. Annexures

12.1 MATERIALITY FRAMEWORK

In terms of Treasury Regulation 30.1.3; it is hereby stated that the CATHSSETA has a Materiality Framework in place. CATHSSETA has developed a materiality and significance framework which outlines materiality and significance as follows:

TREASURY REGULATION 28.1.5		
"For purposes of "material" [sections 50(1), 55(2) and 61(1) (c) of the Act] and "significant" [section 54(2) of the Act], the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors."		
		Materiality approach adopted
Section 50 (1)	(1) The accounting authority for a public entity must - (a) Exercise the duty of utmost care to ensure reasonable protection of the assets and records of the public entity; (b) Act with fidelity, honesty, integrity and in the best interest of the public entity in managing the financial affairs of the public entity; (c) On request, disclose to the executive authority responsible for that public entity or the legislature to which the public entity is accountable, all material facts, including those reasonably discoverable, which in any way influence the decision or actions of the executive authority or that legislature; and (d) Seek, within the sphere of influence of that accounting authority, to prevent any prejudice to the financial interests of the state.	Appropriate systems of control and risk management are maintained as well as a corporate risk management policy which is reviewed annually for effectiveness and a high level of compliance. CATHSSETA sets high standards for good governance and ethical behaviour. The best interest of the public entity is always relevant and reflected in the business plan as approved by the Chairperson of the Council (accounting authority) and the implementation of the business plan is of the utmost importance. CATHSSETA is committed to an open and transparent culture and in revealing any relevant information to its stakeholders. Materiality can only be determined if the nature of the information which will affect the decision of the stakeholder is known. CATHSSETA employs risk management plans and reviews. Identified processes are aimed at

		preventing any prejudice to the financial interest of the state.
Section 55 (2)	(2) The annual report and financial statements referred to by PFMA Subsection 55 (1)(d) must – (a) Fairly present the state of affairs of the public entity, its business, its financial results, its performance against pre-determined objectives and its financial position as at the end of the financial year concerned;	CATHSSETA makes use of independent finance service providers and is involved with disclosure forums for the presentation of annual financial statements to ensure that the AFS fairly present the affairs of the SETA.
	(b) include particulars of – (i) Any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year; (ii) Any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure; (iii) Any losses recovered or written off; (iv) Any financial assistance received from the state and commitments made by the state on its behalf; and (v) Any other matters that may be prescribed; and (c) Include the financial statements of any subsidiaries.	All losses are disclosed in the AFS. All activities are disclosed in the AFS. All losses are disclosed in the AFS. All financial assistance received or committed is disclosed. CATHSSETA will apply any other matters that become prescriptive. Not applicable.
Section 54 (2)	(1) Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the	Not applicable.

	transaction to its executive authority for approval of the transaction (a) Establishment or participation in the establishment of a company; (b) Participation in a significant partnership, trust, unincorporated joint venture or similar arrangement (c) Acquisition or disposal of a significant shareholding in a company (d) Acquisition or disposal of a significant asset (e) Commencement or cessation of a significant business activity; and (f) A significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.	Not applicable. Not applicable. CATHSSETA attains the approval of AA. Not applicable. Not applicable.
Section 61(1)(c)	1. The report of an auditor appointed in terms of section 58(1)(b) must be addressed to the executive authority responsible for the public entity concerned and must state separately in respect of each of the following matters whether in the auditor's opinion – (c) The transactions that had come to the auditor's attention during auditing were in all material respects in accordance with the mandatory functions of the public entity determined by law or otherwise.	Materiality of 0.25% of the total value of the sum of the revenue received for the year is applied. See annexure A for consequence scale.
Section 66 (1)	(1) An institution to which this Act applies may not borrow money or issue a guarantee, indemnity or security, or enter into any other transaction that binds or may bind that institution or the	CATHSSETA operates within the ambit as set by this clause and its related Act's.

	Revenue Fund to any future financial commitment, unless such borrowing, guarantee, indemnity, security or other transaction – (a) Is authorised by this Act; and (b) In the case of public entities, is also authorised by other legislation not in conflict with this Act; and (c) In the case of loans by a province or a provincial government business enterprise under the ownership control of a provincial executive, is within the limits as set in terms of the Borrowing Powers of Provincial Governments Act, 1996 (Act No 48 of 1996).	
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This Materiality Framework is re assessed and adjusted on an annual basis with the Audit Committee, Internal and External Auditors and assessed and approved by the Accounting Authority.