



Appendices

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A. NSDS II TARGETS AND ACHIEVEMENTS

Notes

1. The original targets were based on the definitions provided by DoL at the beginning of the planning cycle. During the period, the definitions were changed by DoL but Setas were not given the opportunity to update their targets accordingly. This has resulted in a number of sizable deviations from the targets.
2. Only the indicators that are applicable to the Seta (as per the DoL Service Level Agreement) have been included.

NSDS Objective 1: Prioritising critical skills for growth and development and equity

NSDS Indicator	Fasset 2007–2008 Target	Achievement	Reason for Deviation From Target
1.1 Skills development supports national and sectoral growth, development and equity priorities.	The Sector Skills Plan or annual update is signed off by the: <ul style="list-style-type: none"> • Seta Board Chairman • Seta/DoL agreed growth, development and equity strategy driver/s • DoL Executive Manager responsible for quality assurance of the SSP 	SSP signed off by all relevant parties	No deviation.
1.2 Information on critical skills widely available to learners. Impact of information dissemination researched, measured and communicated in terms of rising entry, completion and placement of learners.	1 100 SDFs or sector specialists trained in the use of the guide	6 641 SDFs or sector specialists trained in the use of the guide	The Seta identified additional opportunities to expose additional stakeholders to education and training on scarce skills.

NSDS Objective 2: Stimulating quality training for all in the workplace

NSDS Indicator	Fasset 2007–2008 Target	Achievement	Reason for Deviation From Target
2.1 80% of large firms' and 60% of medium firms' EE targets supported by skills development. Impact on overall equity profile assessed.	32 large firms 78 medium firms	50 large firms 102 medium firms	At the time the targets were set, the baseline for large firms was 40 and the baseline for medium firms was 129. During the period, there was an increase in the number of large and medium firms in the sector and an increase in the participation rates of firms. Both the 80% and 60% indicators were exceeded.
2.2 Skills development in at least 40% of small levy-paying firms supported and the impact of the support measured.	1 000 small levy-paying firms supported	2 688 small levy-paying firms supported	At the time the targets were set, the baseline for small firms was 2 000. Due to the growth in the number of employers joining Fasset and due to employers now exceeding the SDL threshold, the baseline figure increased substantially. The 40% target was exceeded.



NSDS Indicator	Fasset 2007–2008 Target	Achievement	Reason for Deviation From Target	
2.5	Number of small BEE firms and BEE co-operatives supported by skills development. Impact of support measured.	60 BEE firms supported	193 BEE firms supported	The baseline figure was underestimated due to the amendments to the SDL exemption threshold and the increasing number of firms qualifying as BEE contributors in the sector.
2.7	Number of workers have achieved ABET Level 4.	Learners registered ABET level 1: 18 ABET level 2: 30 ABET level 3: 23 ABET level 4: 11 Learners achieved ABET level 1: 9 ABET level 2: 15 ABET level 3: 11 ABET level 4: 6	Learners registered ABET level 1: 69 ABET level 2: 78 ABET level 3: 67 ABET level 4: 65 Learners achieved ABET level 1: 15 ABET level 2: 30 ABET level 3: 30 ABET level 4: 14	Increased participation and buy-in from employers led to the overachievement of this target. Some ABET learners that achieved in this period were registered in previous periods. ABET learners registered in this period will complete in subsequent periods.
2.8	Number of workers assisted to enter and at least 50% successfully complete learning programmes. Impact of assistance measured.	Learners registered: 2 000 Learners completed: 1 960	Learners registered: 4 348 Learners completed: 4 182	Increased participation and buy-in from employers and a change in the definition from counting the number of learners to counting the number of interventions, has led to an overachievement of this target. The 50% completion target was achieved.

NSDS Objective 3: Promoting employability and sustainable livelihoods through skills development

NSDS Indicator	Fasset 2007–2008 Target	Achievement	Reason for Deviation From Target	
3.2	2 000 non-levy-paying enterprises, NGOs, CBOs, and community-based co-operatives supported by skills development. Impact of support on sustainability measured with a targeted 75% success rate.	550 non-levy-paying enterprises supported	1 102 non-levy-paying enterprises supported	Increased participation by non-levy-paying members who are voluntarily registering with Fasset and participating in skills development interventions. The 75% success rate was achieved.

NSDS Objective 4: Assisting new entrants into the labour market and self-employment

NSDS Indicator	Fasset 2007–2008 Target	Achievement	Reason for Deviation From Target	
4.1	Number of unemployed people assisted to enter learning programmes and at least 50% successfully completed. Impact of assistance measured.	Learners registered: 2 000 Learners completed: 0	Learners registered: 2 385 Learners completed: 4	Sector growth and increased demand for learners was higher than anticipated. Due to the duration of the learnerships (3 years), the 50% completion rate can only fully be measured from 2008/09.

NSDS Indicator	Fasset 2007–2008 Target	Achievement	Reason for Deviation From Target	
4.2	Number of learners in critical skills programmes covered by sector agreements from FET and HET institutions assisted to gain work experience, of whom at least 70% successfully find placement in employment or self employment.	400 learners assisted to gain work experience and 280 placed	826 learners assisted to gain work experience and 703 placed	Increased discretionary funding and NSF funding enabled additional learners to be supported and the 70% placement rate was achieved.
4.3	Number of young people trained and mentored to form new ventures and at least 70% of new ventures in operation 12 months after completion of programme.	200 learners trained and mentored to form new ventures, 140 in operation 12 months after completion	556 learners trained and mentored to form new ventures	Increased number of professionally qualified people that applied for practicing licenses was higher than anticipated. The 70% of new ventures still in operation after 12 months can only be measured from 2008/09 onwards.

NSDS Objective 5: Improving the quality and relevance of provision

NSDS Indicator	Fasset 2007–2008 Target	Achievement	Reason for Deviation From Target	
5.1	The Seta recognises and supports Institutes of Sectoral or Occupational Excellence (ISOEs), within public and private institutions, spread as widely as possible geographically, whose excellence is measured in the number of learners successfully placed in the sector and employer satisfaction ratings of their training.	6 institutes supported	434 institutes supported	The definition of ISOEs changed from counting only academic institutions to including all training providers as well as workplace providers. This resulted in more organisations meeting the ISOE requirements.
5.2	Each province has at least two provider institutions accredited to manage the delivery of the New Venture Creation qualifications and 70% of new ventures still operating after 12 months.	50 provider institutes	90 provider institutes	The definitions were amended to include branch provider sites as well as the Head Offices to ensure that the quality was maintained across provinces. This resulted in an overachievement against this target. At least 70% of provider institutions are still in operation.
5.3	There are measurable improvements in the quality of services delivered by skills development institutions and those institutions responsible for the implementation of the NQF in support of the NSDS.	The Seta is to meet SAQA audit and National Learners' Records Database (NLRD) upload requirements	The SAQA audit and NLRD upload requirements were met	No deviation.



B. MANAGEMENT BOARD

Name	Representing	Constituency	Organisation	Race	Gender	24 May 2007	19 Sep 2007	22 Nov 2007	13 Mar 2008	Total Meetings Attended	Participation in Working Committees
Hanneliye Botma	Employees	Trade Unions	PSA	White	Female	✓	-	-	✓	2 of 4	-
Robert Capper	Employers	Large Accounting Firms	Pricewaterhouse-Coopers	White	Male	✓	✓	✓	-	3 of 4	Deputy Chairman; Exco; Finco; Remco
Zahra Cassim	Employees	Professional Bodies	IPFA	Coloured	Female	-	-	✓	✓	2 of 4	Skills Planning
Holger Fischer	Employers	Development Corporations	IDC	White	Male	✓	-	-	✓	2 of 4	-
Kariem Hoosain	Employees	Professional Bodies	IRBA	Indian	Male	✓	-	✓	✓	3 of 4	Audit
Cheryl James		Fasset CEO	Fasset	White	Female	✓	✓	✓	✓	4 of 4	-
Pieter Lombard	Employees	Trade Unions	PSA	White	Male	✓	-	-	✓	2 of 4	-
Witness Magoswana	Employees	Trade Unions	NEHAWU	Black	Male	✓	✓	✓	-	3 of 4	Exco; Remco
Stadi Mngomezulu	Employers	The State	National Treasury	Black	Male	✓	✓	✓	-	3 of 4	-
Mpuseng Moloi	Employers	Securities & Stock Brokers	JSE Limited	Black	Female	✓	-	-	✓	2 of 4	Chairman; Exco
Nirri Nair	Employees	Professional Bodies	ACCA	Indian	Female	-	-	✓	✓	2 of 4	Exco; QA/ Learnerships
Dorothy Ndleiyana	Employers	Tax Services	Deloitte	Black	Female	✓	-	✓	✓	3 of 4	-
Shirley Olsen	Employers	Small, Medium & Micro Enterprises	Master Business Services	White	Female	✓	✓	-	✓	3 of 4	QA/ Learnerships; Finco
Bill Shellard	Employees	Professional Bodies	IIA SA	White	Male	✓	-	✓	-	2 of 4	Finco; QA/ Learnerships; Audit
Maryanne Trollope	Employers	Investment Entities & Trusts	Anglo Operations Ltd	White	Female	✓	✓	✓	✓	4 of 4	Exco; Communications; Remco
Richard Warren-Tangney ¹	Employers	Business Management & Consulting	KPMG	White	Male	✓	N/A	N/A	N/A	1 of 1	Deputy Chairman; Exco; Remco
Paolo Giuricich ²			KPMG	White	Male	N/A	✓	-	✓	2 of 3	Exco
Vacant	Employees	Trade Unions	NEHAWU								

¹ Resigned May 2007

² Joined July 2007

C. WORKING COMMITTEES

Working Committee Chairmen

Committee	Chairman	Meetings Attended
Audit	Sakhi Simelane (Independent Chair)	5 of 6
Communications	Maryanne Trollope	2 of 5
Exco	Mpuseng Moloji	4 of 5
Finance	Robert Capper	9 of 11
Quality Assurance & Learnerships	Bill Shellard	4 of 5
Remuneration	Maryanne Trollope	2 of 2
Skills Planning	Zahra Cassim	4 of 4

Communications Committee

Member	Organisation	Meetings Attended
Rue Bateman ¹	KPMG	1 of 1
Tsholofelo Dihutso	CIMA	4 of 5
Marna Enslin	SAIPA	2 of 5
Russell Fox	PricewaterhouseCoopers	2 of 5
Ingrid Nicolaus ²	PFIQ	3 of 4
Jenny O'Connor ³	Anglo Operations Ltd	1 of 3
Maryanne Trollope (Chairman)	Anglo Operations Ltd	2 of 5

¹ Joined February 2008

² Resigned December 2007

³ Resigned October 2007

Executive Committee

Member	Organisation	Meetings Attended
Robert Capper (Deputy Chairman)	PricewaterhouseCoopers	5 of 5
Paolo Giuricich ²	KPMG	1 of 4
Cheryl James	Fasset CEO	5 of 5
Witness Magoswana	NEHAWU	5 of 5
Mpuseng Moloji (Chairman)	JSE Limited	4 of 5
Nirri Nair	ACCA	4 of 5
Maryanne Trollope	Anglo Operations Ltd	3 of 5
Richard Warren-Tangney ¹	KPMG	1 of 1

¹ Resigned May 2007

² Joined July 2007

Finance Committee

Member	Organisation	Meetings Attended
Robert Capper (Chairman)	PricewaterhouseCoopers	9 of 11
Bill Shellard	Shellard and Associates	8 of 11
Susan Vasconcelos	Nexus Management Consultants	7 of 11
Shirley Olsen	Master Business Services	7 of 11
Cheryl James	Fasset CEO	9 of 11
Nadine Kater	Fasset COO	10 of 11



Quality Assurance and Learnerships Committee

Member	Organisation	Meetings Attended
Andrew Carlsson	ICB	5 of 5
Bill Shellard (Chairman)	IIA SA	4 of 5
Geoffrey Ngonyama	SAICA	5 of 5
John Bignaut	Definitive Solutions	5 of 5
Moin Khan	SAIPA	5 of 5
Lawrence Chetty	IIA SA	5 of 5
Samantha Louis	CIMA	2 of 5
Tonia Valis ¹	ACCA	1 of 5
Vashna Rawjee	ATCOR	5 of 5
Nirri Nair	ACCA	4 of 5
Karen Prinsloo	PFIQ	2 of 5
Shirley Olsen	Master Business Services	3 of 5
Charleen Davids	CIMA	4 of 5
Ehsaan Nagia	IAC	4 of 5
Princess Mbotho	SAIPA	3 of 5
Prince Sinamane ²	SAIPA	1 of 1
Jane Scot Paul ²	AAT	1 of 1
Aboo Amod ²	IDC	1 of 1
Janse Maritz ¹	ICB	1 of 1
Keith Pietersen ³	SAIT	2 of 2
Megan Forster	PFIQ	0 of 5
Sarah Mackenzie	ACCA	2 of 5

¹ Resigned February 2008

² Joined February 2008

³ Joined October 2007

Remuneration Committee

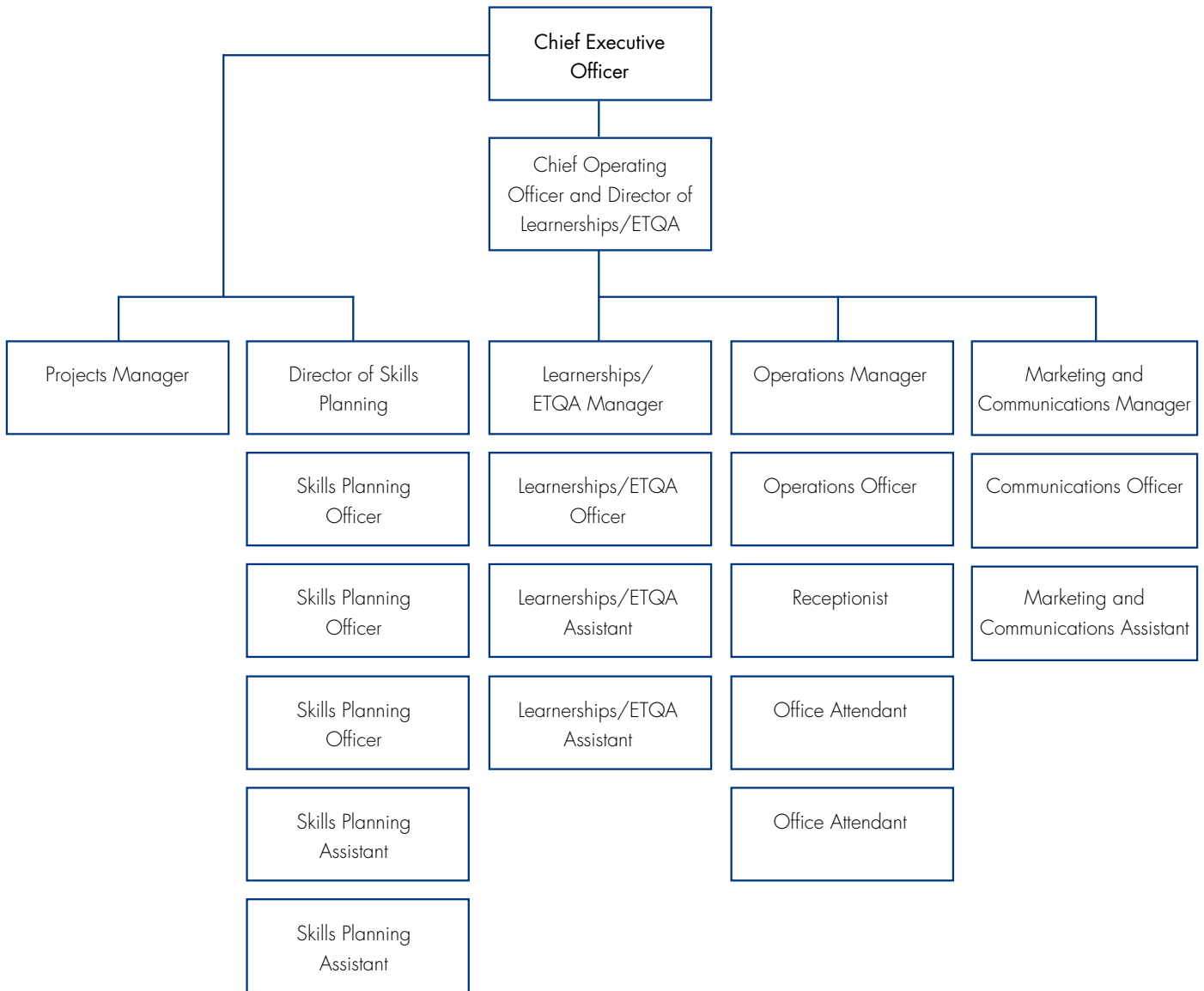
Member	Organisation	Meetings Attended
Robert Capper	PricewaterhouseCoopers	2 of 2
Witness Magoswana	NEHAWU	2 of 2
Maryanne Trollope (Chairman)	Anglo Operations Ltd	2 of 2

Skills Planning Committee

Member	Organisation	Meetings Attended
Zahra Cassim (Chairman)	IPFA	4 of 4
Eva Cruz	Silica Financial Administration Solutions	4 of 4
Audrey Longwe	Deloitte	4 of 4
Neo Mndebele	JSE Limited	2 of 4
Stuart Noble	Financial Training Corporation	2 of 4
Charlene O'Connor	Transunion	2 of 4
Cindy Mather	PricewaterhouseCoopers	1 of 4
Veld Cooper	Veld Cooper & Associates	0 of 4
Marna Enslin	SAIPA	2 of 4
Aboo Amod ¹	IDC	0 of 1
Angel Nortje ¹	JSE Limited	1 of 1
Thea Pelsler ¹	PricewaterhouseCoopers	1 of 1
Nomzamo Xaba ¹	The State	1 of 1

¹ Joined February 2008

D. ORGANISATIONAL STRUCTURE







ACRONYMS AND ABBREVIATIONS

AAT	Association of Accounting Technicians	JSE	Johannesburg Securities Exchange
ABET	Adult Basic Education and Training	LCG	Learnership Cash Grant
ACCA	Association of Chartered Certified Accountants	LGSETA	Local Government Seta
ASB	Accounting Standards Board	MoU	Memoranda of Understanding
Asgi-SA	Accelerated and Shared Growth Initiative for South Africa	NEHAWU	National Education, Health and Allied Worker's Union
ATR	Annual Training Report	NGO	Non-Governmental Organisation
BANKSETA	Banking Seta	NLRD	National Learners' Records Database
BBBEE	Broad Based Black Economic Empowerment	NQF	National Qualifications Framework
CA	Chartered Accountant	NSA	National Skills Authority
CAT	Certified Accounting Technician	NSDS II	National Skills Development Strategy II (1 April 2005 to 31 March 2010)
CBO	Community Based Organisation	NSF	National Skills Fund
CEO	Chief Executive Officer	PAA	Public Audit Act, 2004 (Act No 25 of 2004)
CIMA	Chartered Institute of Management Accountants	PFIQ	Public Finance iQ
COO	Chief Operating Officer	PFMA	Public Finance Management Act (Act No 1 of 1999), as amended
CTA	Certificate in the Theory of Accounting	PSA	Public Servant's Association
DoL	Department of Labour	QA	Quality Assurance
dti	Department of Trade and Industry	QAP	Quality Assurance Partner
EE	Employment Equity	QCTO	Quality Council for Trades and Occupations
EEA	Employment Equity Act (1998)	QE	Qualifying Exam
ESA	Electronic Simulated Assessment	ROI	Return on Investment
ESSA	Employment Services South Africa	SAICA	South African Institute of Chartered Accountants
ETQA	Education and Training Quality Assurance	SAIPA	South African Institute of Professional Accountants
EXCO	Executive Committee	SAIT	South Africa Institute of Tax
FET	Further Education and Training	SAQA	South African Qualifications Authority
FSA	Fasset Skills Advisor	SARS	South African Revenue Service
GAAP	Generally Accepted Accounting Practice	SCG	Strategic Cash Grant
GRAP	Generally Recognised Accounting Practice	SCM	Supply Chain Management
HET	Higher Education and Training	SDA	Skills Development Act, 1998 (Act No 97 of 1998), as amended
HR	Human Resource	SDF	Skills Development Facilitator
IAC	Institute of Administration and Commerce	SDL	Skills Development Levy
ICB	Institute of Certified Bookkeepers	SDLA	Skills Development Levies Act, 1999 (Act No 9 of 1999), as amended
ICM	Institute of Credit Management	SLA	Service Level Agreement
ICSA	Institute of Chartered Secretaries and Administrators	SSP	Sector Skills Plan
IDC	Independent Development Corporation	VWRP	Work Readiness Programme
IIA	Institute of Internal Auditors	WSP	Workplace Skills Plan
IIP	Investors In People		
IRBA	Independent Regulatory Board for Auditors		
ISOE	Institutes of Sectoral and Occupational Excellence		
JIPSA	Joint Initiative for Priority Skills Acquisition		



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