

01 August 2019

Director General

Department of Higher Education and Training
123 Francis Baard
PRETORIA
0001

Dear Director General, Mr G Qonde

SUBMISSION OF THE FINAL DRAFT OF THE 2020/2025 SECTOR SKILLS PLAN OF SAFETY AND SECURITY SECTOR EDUCATION AND TRAINING AUTHORITY (SASSETA)

We are pleased to submit the 2020/2025 Sector Skills Plan (SSP) for the Safety and Security Sector Education and Training Authority (SASSETA). The SSP was compiled in accordance with the updated SSP Framework and Guidelines issued by the Department of Higher Education and Training (DHET) in April 2019.

The principal aim of this SSP is to guide and inform skills development initiatives and interventions in the sector. The SSP is the outcome of, not only an ongoing research process, but also of an extensive stakeholder consultation and engagement, some of which are still unfolding. The SSP also incorporates the 2019/2020 WSP data. Additionally, much work has been done to align the SSP with the government priorities particularly in relation to the safety and security sector.

This version is in line with the incremental continuous improvement plan (CIP) that the SETA had submitted to DHET. We also wish to note that, we are a SETA that is operating in a sector where access to information and records is very challenging and therefore, the data is uneven and not very latest as reflected in some of our subsector(s). The research team is continuously working on mechanisms to address this data limitations and gaps.

The SSP is submitted to the Minister of Higher Education and Training in partial compliance with the requirement of the Skills Development Act 1998 as amended and the National Skills Development Plan (NSDP). The final draft of the 2020/2025 SSP is hereby endorsed by the Accounting Authority.

Yours faithfully,



Vukani Memela (Mr)
Acting Chief Executive Officer



Steve Conradie (Mr)
Acting Chairperson of the Board



SECTOR SKILLS PLAN

FOR THE SAFETY AND SECURITY SECTOR: 2020 - 2025

FINAL DRAFT

01 AUGUST 2019



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

FOREWORD

All countries are products of their history. In overcoming the legacy of our past, the government had taken a conscious decision that skills development will be at a centre of driving the transformation agenda. Skill development is critical for our economic growth and social development.

Simultaneously, the skill development issue in South Africa is thus pertinent both at the demand and supply level and extensive efforts to upskill the workforce are required, both in quantity and quality. It also requires the establishment of industry participation mechanisms in training programmes.

Central to the sector skills plan (SSP), SASSETA had identified following skills priority actions and will be at the apex of the SETA agenda, namely: (i) Strengthening partnerships with sector training institutions and academies, (ii) Professionalisation and transformation of the sector, (iii) Information communication and technology (ICT), (v) Technical and specialised skills, and (vi) Building active citizenry.

The Board is fully conscious of its responsibilities of fulfilling its mandate and ensuring that the SETA contributes towards the achievement of transformational imperatives as entailed in the National Development Plan (NDP) and the National Skills Development Plan (NSDP). The Safety and Security sector is one of the major contributors to employment in the country.

The Board is committed to promoting a culture of high performance and accountability, to ensure that the SETA delivers according to the goals outlined in the NSDP. This will be achieved through proactive allocation of discretionary grants to qualifying stakeholders. We would ensure that the sector responds to a clarion's call that is identified in the NDP to "ensure that the people of South Africa are and feel safe".

The Board will continue to position the strategic framework of the SETA in the context of opportunities and risks, while also continuing to strengthen risk management capabilities that would enable an effective response to ensuring promotion of service delivery improvement and efficient utilization of resources to ensure the fulfilment of the SETA mandate.

We will continue to apply the knowledge and expertise, collectively as the Board and Management, to address transversal and sector specific education and training needs. These will be done through the implementation of internships, and a variety of learning programs, addressing critical and scarce skills amongst others.

It is with great pleasure that I, therefore; present the final draft of 2020-2025 sector skills plan (SSP) to the Minister of Higher Education and Training in partial compliance with the requirements of the Skills Development Act 1998 as amended, the NSDP and SSP framework.



Steve Conradie (Mr)

Acting Chairperson: SASSETA Board

Date: 01 / 08 / 2019

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EXECUTIVE SUMMARY

Unemployment, poverty and youth skills development remains a prominent global concerns. South Africa has one of the highest unemployment and inequality rates in the world, with the bulk of the workforce unskilled and historically employed in primary industries such as mining and agriculture. The digitisation of the economy means more highly skilled workforce are needed.

According to IMF (2019), South Africa's long-term low economic growth might be attributed in part to poor education outcomes. It further argues that "money is clearly not an issue, since South Africa's education budget is comparable to OECD (Organisation for Economic Cooperation and Development) countries as a percentage of GDP and exceeds that of most its peer sub-Saharan African countries in per capita terms".

On average, South Africa spends over 6% of its GDP on education. The importance of employable skills development in a broader sense is increasingly understood by many countries including South Africa and significant efforts have been made.

The current unemployment rate in South Africa is seating at 29%. The unemployment rate is even higher among youths, at around 54.6%.

South Africa remains the world's most unequal society since the dawn of democracy.

Inequality (Gini Coefficient) has been persistent, having increased from 0.61 in 1996 to 0.63 in 2015.

It is important for SASSETA to understand the needs as well as the profile of the safety and security sector within the context of South Africa. This refers specifically to the associated issues which criss-cross the geo-political and socio-economic spheres, and which impact on SASSETA's success in its mandate of supporting the skills development needs of the sector.

The safety and security sector in South Africa is both public and private. The public security sector consists of government security agencies and law enforcement bodies whose role is to protect and serve the public and the interests of the state. The private sector element comprises those companies and bodies who provide security and legal services to paying clients.

From the perspective of the 2015/16 - 2020/21 cycle of the Medium-Term Strategic Framework (MTSF), SASSETA is contributing towards the achievement of **Outcome 3: All people in South Africa are and feel safe**. The said outcome incorporates the following outputs:

- i. Reduce overall levels of serious crimes and contact crime in particular.
- ii. An effective Criminal Justice System (CJS).
- iii. Corruption within the JCPS cluster combated to enhance its effectiveness and its ability to serve as a deterrent against crime.
- iv. Perceptions of crime among the population managed and improved.
- v. Levels of corruption reduced, thus improving investor perception, trust and willingness to invest in South Africa.
- vi. Effective and integrated border management.
- vii. Cyber-crime combated.

SASSETA has grouped its constituencies into seven subsectors (also called chambers), namely: Policing, Correctional Services, Defence, Justice, Intelligence Activities, and Legal Services as well as Private Security and Investigation Activities. There is also a significant number of trade unions who represent the interests of workers in the safety and security sector.

The research suggests that factors such as globalisation and technological advancements are changing the patterns of crime, which impacts on safety and security in South Africa. This compels role players in the criminal justice system and in the broader safety and security sector to redefine their focus to address the changing face of crime and realign their objectives to serve national imperatives.

SASSETA has identified several strategic partnerships with Universities, TVET colleges and other strategic institutions for the purpose of enhancing quality and responsiveness of skills training interventions in the sector and labour market at large. The SETA will bolster existing partnerships and initiate more collaboration to support the priorities identified in the SSP.

SASSETA will endeavour to strike a balance between sector-based priorities and national priorities. It will also work hand-in-hand with the sector to provide necessary training for the Justice Crime Prevention and Security (JCPS) cluster to achieve its objectives. SASSETA has identified the five strategic skills development priorities:

(i) Partnership with sector training institutions, academies and other organisations

The sector has numerous in-house training institutions and academies. SASSETA should strengthen its partnerships with training institutions in the public and private sectors in order to enrich skills supply in the sector. These partnerships will focus on achieving infrastructure development, capacity building for trainers, curriculum development and co-funding. In addition, during the 2017/18 financial year, the SETA completed a study titled: Research on sector partnerships within the Safety and Security sector – A scope and deficit. This study was born out of recognition that SASSETA must continue to develop effective networks in order to deliver effectively on their mandate. Moreover, the study sought to evaluate current partnership agreements and to make recommendations about the way forward.

(ii) Transforming and professionalising the sector

The major thrust of education and training interventions in the sector should be to deepen professionalisation and to address the transformation agenda. The SASSETA will position its strategy and programmes to advance these processes across the sector.

(iii) Information communication and technology (ICT)

Shortages of skills and lack of urgency in implementing measures to tackle cybercrime are still a challenge in South Africa. Technological advancements and data protection laws are driving the need for specialist IT technicians and IT professionals as well as the operational IT skills needed by all attorneys. The Criminal Justice Revamp plan will also drive particular IT skills needs as well as skills required by operational personnel who will be required to make use of new IT processes. Within the private security sector, special skills will be driven by the environment, where IT is playing an increasingly central role in the provision of effective security services.

v) Technical and specialised skills

The safety and security sector is labour intensive, and it thus requires more technical and specialised skills to deliver on its multi-faceted demands and mandate. To address this need, SASSETA is therefore intending to establish the Recognition of a Prior learning (RPL) system to address some of these challenges. However, there is also a need to develop approaches to address the supply of specific specialised abilities such as forensic, medical and investigative skills. Moreover, it is critical to align artisan programmes and skills to the demands of the sector including

infrastructure development and maintenance, IT maintenance and motor repairs. There is also a need for the development of specialisation within the criminal justice cluster, such as specialists in public order policing or specialists in sexual offenses. This specialisation will require ongoing dedicated training initiatives.

For instance, in Gauteng province, the Department of Community Safety, has embarked upon a training programme for Forensic Social Workers in collaboration with the SAPS and the Department of Social Development. Graduates from the said programme will be instrumental in preparing victims of sexual and gender-based violence to testify in court. It is envisaged that this specialised skill will bolster the prosecution and conviction of perpetrators of gender-based violence as well as crimes against vulnerable groups in general.

Finally, previous research and engagement with stakeholders revealed that the long turnaround time at the government garage has a negative effect on the ability of the SAPS to bolster service delivery. Therefore, SASSETA in partnership with the SAPS and other stakeholders should strive to contribute towards the development of technical as well as management and leadership skills to support this effort.

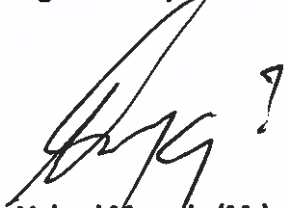
vi) Building active citizenry

The NDP emphasises a need to build active citizenry as an important element of realising Vision 2030. This is because, beyond the development of workforce and creating a pipeline of new entrants to the safety and security sector, there are other skills needs to be addressed. A key component of the crime prevention model is aimed at changing the way communities react to crime and violence. Such a model involves the roll out the Community Patrollers programme, strengthening Community Policing Forums (CPFs) and Community Safety Forums (CSFs) as well as establishing and bolstering other safety and security volunteer programmes.

Facilitating meaningful citizen participation in crime prevention is also required through enhancing skills development of these groups, particularly in relation to skills such as negotiation and mediation. Another skills development need relates to supporting the programme of the Department of Correctional Services (DCS). This is aimed at reducing recidivism (reoffending) through rehabilitation and reintegration of offenders, inclusive of the provision of education and training to inmates. The skills needs are varied across vocational learning and general education.

The skill development issue in the sector and South Africa at large, is thus pertinent both at the demand and supply level and extensive efforts to upskill the workforce are required, both in quantity and quality. It also requires the establishment of industry participation mechanisms in training programmes.

Signed-off by:



Vukani Memela (Mr)
Acting Chief Executive Officer

Date: 01/ 08 / 2019



Steve Conradie (Mr)
Acting Chairperson: SASSETA Board

Date: 01 / 08 / 2019

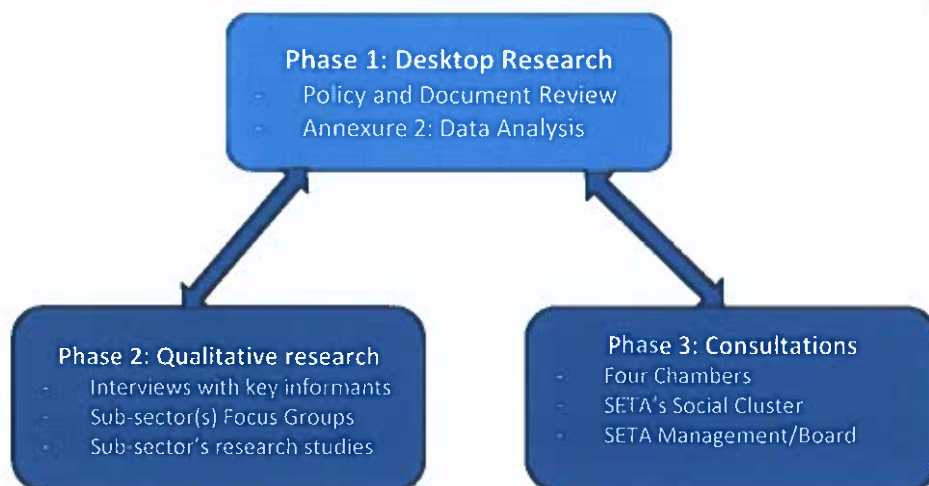
LIST OF ABBREVIATIONS AND ACRONYMS

ATR	Annual Training Report
DCS	Department of Correctional Services
DoD	Department of Defence
DHET	Department of Higher Education and Training
ETQA	Education and Training Quality Assurance
FDI	Foreign Direct Investment
HEI	Higher Education Institution
HET	Higher Education and Training
HRDSA	Human Resource Development Strategy for South Africa
ICT	Information and Communication Technology
JCPS	Justice, Criminal, Prevention and Security
MOU	Memorandum of Understanding
MTSF	Medium-term Strategic Framework
NDP	National Development Plan
NGO	Non-Governmental Organisation
NGP	New Growth Path
NSDS	National Skills Development Strategy
NSDP	National Skills Development Plan
NCV	National Certificate Vocational
OFO	Organising Framework for Occupations
PFMA	Public Finance Management Act
PIVOTAL	Professional, Vocational, Technical and Academic Learning
PPP	Public-private partnership
PSCs	Private Security Companies
QCTO	Quality Council for Trades and Occupations
QLFS	Quarterly Labour Force Survey
RPL	Recognition of Prior Learning
SDA	Skills Development Act
SANDF	South African National Defence Force
SAHRC	South African Human Rights Commission
SAJEI	South African Judicial Education Institute
SALRC	South African Law Reform Commission
SAPS	South African Police Service
SAQA	South African Qualifications Framework
SARS	South African Revenue Service
SASSETA	Safety and Security Sector Education and Training Authority
SAWLA	South African Women Lawyers Association
SETA	Sector Education and Training Authority
SMME	Small, Medium-size and Micro-enterprise
SIPs	Strategic Integrated Projects
SSA	State Security Agency
SSP	Sector Skills Plan
TVET	Technical Vocational Education and Training
WSP	Workplace Skills Plan

Methodology: Research Process

The research process that was adopted in the development of the sector skills plan (SSP) does not necessarily follow the absolute sequence, as some of the phases and/or activities overlapped or were done simultaneously. The summary of the process is as followed:

A hybrid research process in developing the sector skills plan for the safety and security SETA was adopted.



i. Methodology

SASSETA utilised the mixed research methods (i.e. qualitative and quantitative research methods) to develop the final document of the 2020 – 2025 Sector Skills Plan (SSP). As Greenstein and Sitas (2003) have noted, a qualitative approach enables the researcher to attain an insider's perspective captured through a thick description of events. On other hand, as Cohen (1980) suggests, a quantitative approach is essentially about collecting numerical data to explain a particular phenomenon and provide results which can be condensed to statistics.

The SETA therefore collected data from various sources to develop the current SSP. The research started with desktop research (i.e. analysis of qualitative and statistical information from annual reports, official reports, newsletters, commissioned reports and national policy/strategy documents). In addition, articles in scientific journals, government reports, monographs, seminar papers, occasional papers and textbooks were consulted.

This was followed by Focus Group discussions and interviews with key informants in the sector, as well as engagement with chambers (subsector representatives) of the SETA. Additionally, Information was gathered from the three research studies completed during the 2018/19 financial year (see the table below) and the 2019/20 WSP/ATR data.

ii. Scope and limitations of the Sector Skills Plan

The domain of the SSP was limited to the safety and security sector of South Africa. While the methodology chosen was appropriate for the study, the SETA is operating in a sector where access to information and records is very challenging, and therefore, the data is uneven and not the very latest as reflected in some of our subsector(s). The Skills Planning and Research unit is already working on mechanisms to address this data limitation and gaps.

Also, some aspects of the safety and security sector are sensitive in nature, given the national security interest. As a result, some of the data in the sector is classified and not for public consumption. Based on this, each subsector is different, with its own challenges and skills development needs.

The Organising Framework for Occupations (OFO) tends to be rigid and does not cover nor appropriately accommodate some occupations and their specialisations in the sector, for example selected Defence and SAPS occupations. Furthermore, the findings of this document cannot be representative or generalised to other economic sectors beyond the safety and security sector. The table below presents a synopsis of research studies completed during the 2018/19 financial year.

Topic	Research methods	Objectives of study	Data collection tool	Sample size and scope	List of data sources and datasets	Date completed
1. Inspiring and enabling innovation in TVET colleges	Qualitative research methods	<p>The study sought to:</p> <ul style="list-style-type: none"> Determine factors contributing towards the lack of or limited inspiration to innovate within the TVET colleges in the sector in South Africa. Establish the effect of the legislative and policy framework which limits the capacity of TVET colleges to be innovative. Ascertain the academic and administrative challenges which limit the ability of TVET colleges to be innovative. Explore the effect of the curriculum design and related matters on the propensity of TVET colleges to be innovative. Identify the challenges of interface between TVET Colleges and stakeholders which decrease the capacity to be innovative. 	Semi-structured interviews guide	<p>Respondents from:</p> <p>TVET colleges:</p> <p>NGOs operating in the TVET colleges environment</p> <p>SASSETA officials</p> <p>DHET official</p>	<p>Official (government) sources</p> <p>Research reports/papers</p>	March 2019

<p>Key findings of the study</p>	<ul style="list-style-type: none"> • TVET colleges not innovatively responding to the scarce and critical skill needs of industry and not familiar with the mandate and processes of SETAs, as a result, hence existence of a gap which hinders innovation. • Perceptions and stigma attached to TVET colleges do not enhance innovation in this space. • TVET colleges are inadequately funded and do not have the necessary infrastructure to incubate learner creativity in order to enable innovation. • Legislative limitations contribute more towards the lack of innovation in TVET colleges. • There is miscommunication between employers, TVET colleges sector and students about skills gaps in the labour market learners. • Efforts of stakeholders are not coordinated, and as a result employers are not willing to absorb learners, and TVET college placements do not necessarily result in an increase in employment for students. 				<p>Qualitative research methods</p>	<p>study sought to:</p> <ul style="list-style-type: none"> • Assess learning conditions of candidate attorneys at private law firms • Examine conditions of employment for candidate attorneys at private law firms, and • Assess the effects of transformation on the development of candidate attorneys at private law firms. 	<ul style="list-style-type: none"> • Interview guide • Focus group guide 	<p>Candidate attorneys</p> <p>Principal attorneys at private law firms</p> <p>SASSETA officials</p>	<p>Websites</p> <p>Official (government) sources</p> <p>Research reports/papers</p>	<p>March 2019</p>
<p>Key findings of the study</p>	<ul style="list-style-type: none"> • The legal profession is grappling with transformational challenges, for instance <ul style="list-style-type: none"> ○ Some specialities within the legal profession (such as conveyancing and notary services) are mostly white dominated, hence mostly white lawyers continue to mentor white candidate attorneys. ○ The corporate world prefers to brief mostly white over black practitioners. Furthermore. ○ Most of the “big” law firms are dominated by white males. • Learning conditions of candidate attorneys vary depending on the firm in which they are placed in. <ul style="list-style-type: none"> ○ Delegation and exposure is not the same for the candidates, depending on the size law firms they been place at. ○ Some candidates were of the view that their role is undervalued by their principals irrespective of their efforts or hard work. ○ Some of the candidate attorneys indicated that they do not have formal contracts of employment with their principals. This in turn affects the work structure of candidates in terms of planning and understanding their scope of work. 									

<p>3. Analysis of the economic contribution of the private security and the legal services subsectors</p>	<p><i>Mixed research methods</i></p>	<ul style="list-style-type: none"> ○ Some the candidates have insufficient amount of practical knowledge to grasp the mandate of some departments within law firms. ○ Some of the candidate attorneys lack capacity in terms of understanding what is required of them. The study established that this is as a result of the gap between the university training and workplace practical training. 	<p>The research study sought to collect and analyse the most recently available data (2013 to 2017) on the economic contribution of the subsectors under review (Private security and Legal services).</p> <p>Considering the research objective, the study intended to answer the following questions:</p> <ul style="list-style-type: none"> • What is the percentage contribution in Gross Value Added (GVA) by the legal services and private security subsectors of South Africa for the period 2013-2017? • What percentage of total employment (including salaries and wages) in South Africa is employed in the legal services and private security subsectors for the period 2013-2017? • How much (total) income and profit is being generated by the legal services and private security subsectors in relation to the overall economy for the period 2013-2017? and 	<p>Quantitative data: Model utilised</p> <p>The study employed the Economic Size and Structural Analysis (ESSA) model, as provided by the United National Educational Scientific and Cultural Organisation (UNESCO) in 2012.</p> <p>Qualitative data:</p> <p>Interview guide</p>	<p>Key informant interviews were held with key stakeholders in the two subsectors.</p> <p>These included regulatory bodies, volunteer organisations as well as employer bodies.</p>	<p>Statistical data from UNESCO Institute for Statistics, Statistics South Africa and Statistics Canada</p> <p>Annual Reports from regulatory and other official bodies</p> <p>SASSETA subsector reports on legal and private security services</p>	<p>March 2019</p>
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		<ul style="list-style-type: none"> What are the implications of the economic performance of these subsectors on skills development in the respective subsectors? 			
<p>Key findings of the study</p>	<ul style="list-style-type: none"> On average (over the five years under review i.e. between 2013 and 2017), the private security subsector has contributed about 1.35% to the Gross Value Added (GVA), whilst the economic contribution of legal services subsector was 1.03%. Salaries in the private security subsector was on average of 1.85% of the total income received by employees, whilst the same figure for legal services averaged 1.57% between 2013 and 2017. The private security subsector contributed an average of 0.43% of the net profits, whilst legal services contributed an average of 1.51% of the South African economy over the period under review (2013-2017). Based on employment headcount, total income and GVA, the private security subsector was larger than the legal services subsector. However, private security firms appeared to be less profitable Pressures due to intense competition and adoption of new technologies were likely to result in either a stagnation or a decline in the number of employed individuals in these subsectors. The participation of unregistered and 'non-compliant competitors' in private security has created competition challenges which were viewed by stakeholders as countering the growth of the subsector. Private security stakeholders argued that the Private Security Industry Regulating Authority (PSIRA) inspections are inadequate to identify non-complying firms, especially those offering services to small and medium-sized such as supermarkets in townships. The legal services subsector was seen as an important contributor to improving access to legal counsel, safeguarding the rule of law and encouraging foreign investment. However, the prevalence of the practice of poor ethical standards by some legal practitioners has the potential of compromising the reputation of the legal profession. 				

The above table depicts the research process and methods utilised in order to develop the 2020 – 2025 Sector Skills Plan of the SETA. The table outlines the research topic, the design of the study, objectives of the study, data collection tool(s) utilised, sample size and scope of the study, list of data sources and data sets analysed and timeframe of the study. The 2019/20 WSP data have not been incorporated because analysis could only commence on 01 June 2019 post the deadline of stakeholders who applied for and were granted extensions.

CHAPTER 1

SECTOR PROFILE

1.1 Introduction

The Safety and Security Sector Education and Training Authority (SASSETA) has a mandate of addressing skills development in the Safety and Security Sector in South African. It is very vital to understand dynamics in the sector in order for SASSETA to facilitate skills development in the sector effectively and efficiently.

The primary purpose of Chapter 1 is to outline the profile of the Safety and Security Sector in South Africa to enhance an understanding of the shape and size of the sector by delineating the chapter into five sections, that is, the scope of coverage, the key role-players, the economic performance, the employer profile and the labour market profile of the sector.

1.2 Scope of coverage

The Safety and Security Sector includes components of two major sectors in the Standard Industrial Classification (SIC) namely, Group 8 (i.e. Finance, Real Estate and Business Services) and Group 9 (i.e. General Government Services). SASSETA has grouped its constituencies into seven subsectors, namely: Policing, Corrections, Defence, Justice, Intelligence Activities, Legal Services, as well as Private Security and Investigation Activities. The SIC codes and the specific constituencies associated with each of the subsectors are depicted in Table 1-1 below.

Table 1-1: Applicable SIC Codes, and SASSETA Sub sectors and Constituencies

SIC Codes	Sub-sector	Constituency
9110A*	Policing	The Independent Complaints Directorate (IPID), the Secretariat for Safety and Security, Civilian Secretariat for Police, and The South African Police Service (SAPS).
91301 91302		Municipal and Metro Police Services, Traffic Management / Law Enforcement, and Road Traffic Management Corporation (RMTC).
9110B*	Corrections	The Department of Correctional Services (DCS) Private correctional services providers
		Kutama Sinthumule Correctional Centre. Mangaung Correctional Centre.
		Judicial Inspectorate for Correctional Services. Correctional Supervision and Parole Boards.
9110D*	Defence	The Department of Defence (DOD). South African National Defence Force (SANDF) (SA Navy, SA Air force, and SA Military Health).
9110C*	Justice	The Department of Justice and Constitutional Development (DoJCD) National Prosecuting Authority (NPA), and Special Investigations Unit (SIU) Office of the Chief Justice of South Africa
91104	Intelligence Activities	The National Intelligence Agency (NIA)
91105		The South African Secret Service (SASS)
88110	Legal Services	Legal and paralegal services Sheriffs
88111		Legal Aid Services
88920	Private Security and Investigation Activities	Private security, investigation, and polygraph services

1.3 Key role players in the sector

This section outlines the key role players in the Safety and Security Sector. These includes employers, trade unions, regulatory and oversight bodies, and civil society organisations.

1.3.1 Employers in the sector

Employers in the in the Safety and Security Sector consist of two distinct groups: Private sector organisations that pay skills development levies to the SASSETA and public sector organisations that are levy exempt. Private sector organisations fall mainly within two subsectors, that is, the Legal Services subsector and the Private Security and the Investigation Activities subsector. Moreover, the Corrections subsector has two private prisons that were established as Public-Private Partnerships with the Department of Correctional Services. On the other, public sector organisations in the sector include the four large government departments. These are the South African Police Service, the Department of Defence, the Department of Correctional Services, the Department of Justice and Constitutional Development, as well as various bodies established to provide oversight, regulatory and/or advisory functions to the public sector entities.

1.3.2 Trade unions

It is argued that trade unions of South Africa are the strongest and well-disciplined compared to other countries in Africa. It is also estimated that there are more than 100 registered trade unions in the country. These unions are affiliated to three major trade union federations namely, COSATU, FEDUSA and SAFTU. The primary role of trade unions is to represent their members in various forums and to ensure that employers adhere to relevant legislation and regulations that advance and protect fair labour practice. Table 1-2 below depicts registered trade unions operating in the safety and security sector.

Table 1-2: Trade unions in the safety and security sector

Name of trade Union	Chamber (subsector)
<ul style="list-style-type: none"> • Democratised Transport Logistics and Allied Workers Union (DETAUWU) • Democratic Union of Security Workers (DUSWO) • South African Private Security Workers Union (SAPSWU) • South African National Security and Allied Workers Forum (SANSAWF) • South African Transport and Allied Workers Union (SATAWU) • South African National Security and Allied Workers Forum (SANSAWF) • Security Officers Civil Rights and Allied Workers Union (SOCRAWU) • National Security and Qualified Workers Union (NASUWU) • National Security Workers Union (NASWU) • Food, Cleaning and Security Workers Union (FCSWU) 	Private security
<ul style="list-style-type: none"> • Police and Prisons Civil Rights Union (POPCRU) 	Policing and Corrections
<ul style="list-style-type: none"> • South African Policing Union (SAPU) 	Policing
<ul style="list-style-type: none"> • Society of State Advocates and Prosecutors of South Africa (SSAPSA) 	Justice
<ul style="list-style-type: none"> • Public Servants Association (PSA) 	Justice

Source: South African Labour Guide (2019)

Table 1-2 shows that the majority of trade unions represent employees in the private security subsector. It is also worth noting that the Legal services subsector is largely not unionised.

1.3.3 Regulators and oversight bodies

Other key role players in the sector include various regulatory and oversight bodies. These organisations are presented in Table 1-3 according to the subsectors they oversee or regulate.

Table 1-3 Regulatory and Oversight bodies

Corrections	
Judicial Inspectorate for Correctional Services (JICS)	The Judicial Inspectorate for Correctional Services (JICS) is an independent oversight body with the broad mandate to investigate any matter concerning the treatment of inmates in correctional centres and on conditions in correctional centres. Its reports are submitted to Parliament and the Minister of Justice and Correctional Services
National Council for Correctional Services (NCSS)	The National Council for Correctional Services (NCSS) is a statutory body consisting of 20 members. It has the mandate of guiding and advising the Minister of Justice and Correctional Services in developing policy related to the correctional system and to the sentence-management process.
Correctional Supervision and Parole Boards	Correctional Supervision and Parole Boards determine on a case by case basis, the possibility for the conditional release of offenders from a correctional centre into the system of community supervision prior to the expiration of their entire sentences of imprisonment as imposed by a court of law. They have been established in the 52 management areas of the DCS, and three of the five members of each board are filled by suitable civilians who receive intensive training from the DCS.
Defence	
Defence Force Service Commission	The Defence Force Service Commission provides researched and informed advice to the Minister of Defence and Military Veterans on all aspects of service conditions for members of the Defence Force to enable the establishment and maintenance of sustainable conditions of high morale and a state of combat readiness.
Reserve Force Council	The Reserve Force Council is an independent consultative, advisory and coordinating body whose members are appointed by the Minister of Defence and Military Veterans with the purpose of providing the Department of Defence with advice on matters concerning Military Reserves.
Office of the Military Ombud	The Office of the Military Ombud's mandate is to investigate complaints lodged by members of the military regarding his or her conditions of service.
Justice	
The Public Protector	The Public Protector of South Africa is a constitutional entity mandated to investigate any conduct in state affairs or in the public administration in any sphere of government that is alleged or suspected to be improper or to result in impropriety or prejudice, to report thereon and to take appropriate remedial action.
Human Rights Commission (SAHRC)	The South African Human Rights Commission (SAHRC) is a constitutional entity and exists to promote respect for human rights and a culture of human rights in South Africa. Specific activities involve investigating and reporting on the observance of human rights and taking steps to secure the appropriate redress of any violations of such. In addition, the SAHRC monitors measures taken by organs of state to give effect to the Bill of Rights in respect of housing, healthcare, food, water, social security, education and the environment.
Judicial Service Commission (JSC)	The Judicial Service Commission (JSC) advises national government on any matter relating to the judiciary or the administration of justice. The JSC also interviews candidates for judicial posts, makes recommendations for the appointment of Judges, and deals with complaints against Judges.
Legal services	
South African Legal Practice Council	The South African Legal Practice Council (SALPC) was established in terms of section 4 of the Legal Practice Act (Act no. 28 of 2014) as a body corporate with full legal capacity. It exercises jurisdiction over all legal practitioners and candidate legal practitioners. The objectives of the Council entails, among others to: <ul style="list-style-type: none"> • Facilitate the realisation of the goal of a transformed and restructured legal profession that is accountable, efficient and independent; • Regulate all legal practitioners and all candidate legal practitioners; • Enhance and maintain the integrity and status of the legal profession;

	<ul style="list-style-type: none"> Determine, enhance and maintain appropriate standards of professional practice and ethical conduct of all legal practitioners and all candidate legal practitioners; and <i>promote</i> high standards of legal education and training, and compulsory post-qualification professional development.
Law Societies	Four statutory law societies have existed in South Africa since 1938 when the country was comprised of four provinces. The Cape Law Society now has jurisdiction over all attorneys practising in the provinces of the Western Cape, the Eastern Cape and the Northern Cape; and The Law Society of the Northern Provinces now has jurisdiction over all attorneys practising in the provinces of Gauteng, Mpumalanga, the North West and Limpopo. The KwaZulu-Natal Law Society and the Law Society of the Free State have jurisdiction over attorneys in their respective provinces. These four statutory law societies regulate and exercise control over the attorneys' profession and exist to "uphold and improve the standards of professional conduct and qualifications of practitioners" and "to provide for the effective control of the professional conduct of practitioners". The statutory law societies also register articles of clerkship for candidate attorneys who undergo a prescribed period of compulsory practical training.
General Council of the Bar of South Africa	The General Council of the Bar of South Africa (GCB) is a federal body representing the organised advocates' profession in South Africa and has ten constituent societies of practising advocates called Bars. There is a Bar at the seat of every provincial and local division of the High Court of South Africa. Membership of a Bar is limited to advocates in private practice. The Bar Councils enforce codes of ethical conduct for their members while the Admission of Advocates Act 74 of 1964 sets the minimum education and admission requirements to enter the advocacy profession.
South African Board for Sheriffs	The South African Board for Sheriffs is a statutory body and exists to maintain the esteem of and enhance the status of, and to improve the standards of training of and functions performed by, sheriffs. The Board also ensures that sheriffs comply with their legal and constitutional obligations. The Board sets standards for training of persons, who are or intend to become sheriffs; promotes professionalism; monitors sheriffs' conduct; and takes disciplinary action when necessary.
Policing	
The Civilian Secretariat for Police Service	The Civilian Secretariat exercises civilian oversight over the police service with the aim of ensuring a "transformed and accountable police service that reflects the values of a developmental state". This is achieved through a partnership approach in which the Secretariat engages with other oversight bodies to build safer communities and a professional police service. The Civilian Secretariat is specifically mandated to monitor the implementation of the Domestic Violence Act, 116 of 1998 and the overall management of the Community Police Forum environment.
Independent Police Investigative Directorate (IPID)	The IPID is a police complaints body that exercises independent and investigative oversight over the SAPS and Municipal Police Services to enhance their accountability and transparency. Specifically, the IPID investigates any alleged misconduct of, or offence committed by a member of the police service and makes appropriate disciplinary recommendations.
Provincial Departments of Community Safety and Liaison (Provincial Secretariats)	Under section 206(1), provinces have an important role to play in monitoring police conduct, overseeing the effectiveness and efficiency of the police in the provinces and promoting good relations between the police and communities assessing the effectiveness of visible policing. In all nine provinces this function is performed by departments of Community Safety and Liaison.
Private Security and Investigation Activities	
Private Security Industry Regulatory Authority (PSIRA)	The primary objectives of PSIRA are to regulate the private security industry and to exercise effective control over the practice of the occupation of security service provider. PSIRA exercises its mandate through two key means. Firstly, all security service providers and security officers are required to apply to PSIRA for registration which is granted based on their ability to meet set requirements. Secondly, PSIRA inspectors (who have peace officer status) conduct regular onsite inspections of security service providers and act against cases of non-compliance.

1.3.4 Civil society organisations

The safety and security sector is characterised by the presence of a variety of civil society organisations with keen interest in the sector as illustrated in Table 1-4.

Table 1-4: Civil society and NPOs involved in the Safety and Security Sector

Examples of Civil society organisations (NGOs, NPOs, CBOs, Research institutes and Professional bodies)	Focus Areas	Initiatives	Public sectors partners / Subsector
Soul City Institute for Social Justice	Gender-based violence, Crime prevention, Promotion of public safety	Research, advocacy and lobbying, and victim support services, Legal advice services, Capacity building (Training), Counselling services and advice to victims of crime, Legal services, advice and assistance in dispute resolution.	Department of Social Development
NICRO	Rehabilitation of offenders	Programmes and services to reintegrate offenders into society, Providing access to half-way houses, Rendering probation and parole programmes	Department of Social Development, Department of correctional Services
Security Studies (ISS)	Policing, Defence and Peacekeeping	Research and capacity building	
African Police Oversight Forum	Policing	Research and capacity building (Training)	SAPS (Policing) Civilian Secretariat for Police (Policing)
Black Lawyers Association (BLA), National Association of Democratic Lawyers (NADEL), South African Judicial Institute Education (SAJIE) and South African Women Lawyers Association (SAWLA).	Transformation, Bolstering professionalism	Research, advocacy and lobbying, and capacity building (Training)	Department of Justice (Legal services)
Business Against Crime South Africa (BACSA), South African Banking Risk Information Centre (SABRIC), Consumer Goods Council	Crime prevention	Research, advocacy and lobbying, and capacity building (Training)	Policing and Justice
Community Policing Forums, Community Safety Forums, Community Patrollers, Neighbourhood Watches and Street Committees	Crime prevention and alternative dispute resolution	Community safety awareness programmes	SAPS, Civilian Secretariat for Police, Provincial Departments of Community Safety, Municipal police services/departments (Policing), Private Security Companies (Private security and Investigation activities)

Table 1-4 depicts a plethora of non-governmental organisations (NGOs), non-profit organisations (NPOs) as well as community-based organisations (CBO) which are actively involved in the safety and security sector. These bodies range from business-initiated structures and community organisations as well as professional bodies providing a variety of services in the sector.

1.4 Economic performance of the sector

South Africa continues to be confronted by a challenging economic environment in which global growth is slowing and trade tensions are mounting. The medium-term economic outlook has been revised down, and tax revenues have significantly underperformed (National Treasury, 2019). Economic growth is projected to improve moderately from 1.5 per cent in 2019 to 2.1 percent in 2021. In the longer term, the country requires higher and more inclusive growth to address unemployment and poverty.

The government has begun implementing growth-enhancing reforms in line with the President's economic stimulus and recovery plan. Additional steps to strengthen policy certainty, improve the effectiveness of infrastructure spending and rebuild public institutions will encourage private-sector investment and bolster confidence.

1.4.1 Government expenditure in the safety and security sector

Government expenditure is set to increase on average by 7.8 per cent over the MTEF period, from R1.67 trillion in 2018/19 to R2.09 trillion in 2021/22. Expenditure continues to grow above inflation, with real expenditure growth averaging 2.4 per cent.

During the 2017/2018 financial year, the South African government expenditure on peace and security amounted to R192.7 billion. The police (made up of the South African Police Service and the Independent Police Investigative Services) seems to take a huge share, which is R93.7 billion, and the average growth rate in terms of the MTEFs is 6.5%.

Table 1-5 shows that law courts & prisons received the lowest amount during the 2018/2019 financial year. Moreover, defence was the second largest sector in terms of the spending during the same period, even though it shows a decline of about 6% from the last year (2017) expenditure. In the past four years, the state has been increasing spending, even though the marginal increase is occurring at a decreasing rate.

Table 1-5: Consolidated government expenditure - Defence, Public Order and Safety

Government Expenditure	2015		2016		2017		2018	
	R million	%	R million	%	R million	%	R million	%
Defence & State Security	49 364	4	52 303	5.9	55 450	6	49 040	2.9
Police Services	82 724	5.7	87 305	5.5	93 235	6.7	99 205	6.7
Law Courts & Prisons	39 063	4.6	41 639	6.5	44 034	5.7	45 699	6.0
Total consolidated expenditure	171 150		181 248		1 92 719		1 93 944	

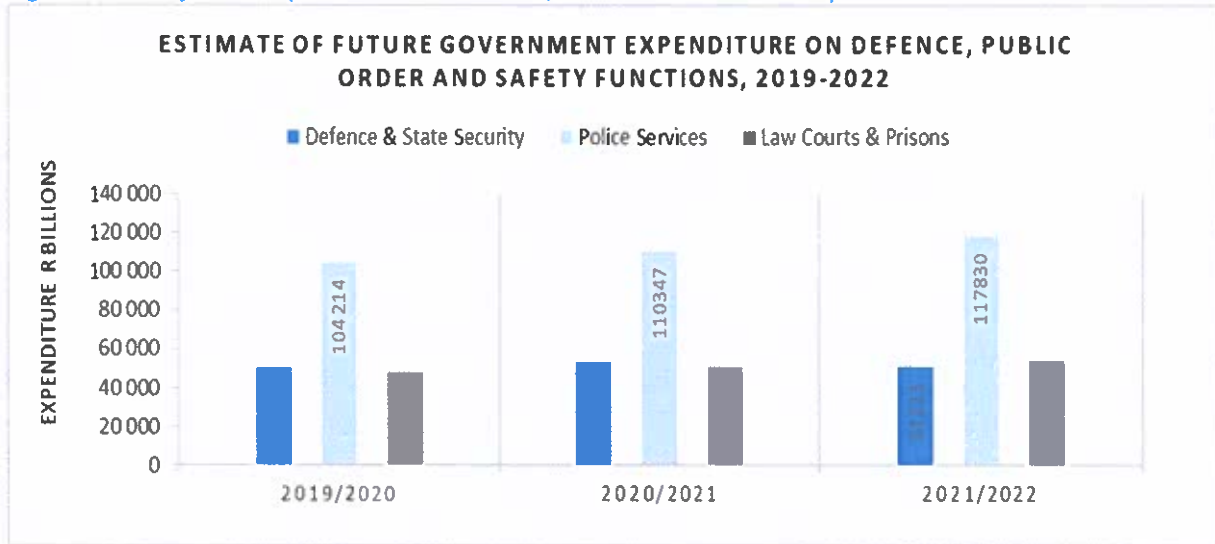
Source: National Treasury, Budget Review (2019)

The government future plans on the peace and security cluster show an increasing trend between 2019 and 2022, even though budget for the defence and police service function are under

pressure. This is evident in the declining proportion of the total government budget that is allocated to this function as well as in the declining annual increases.

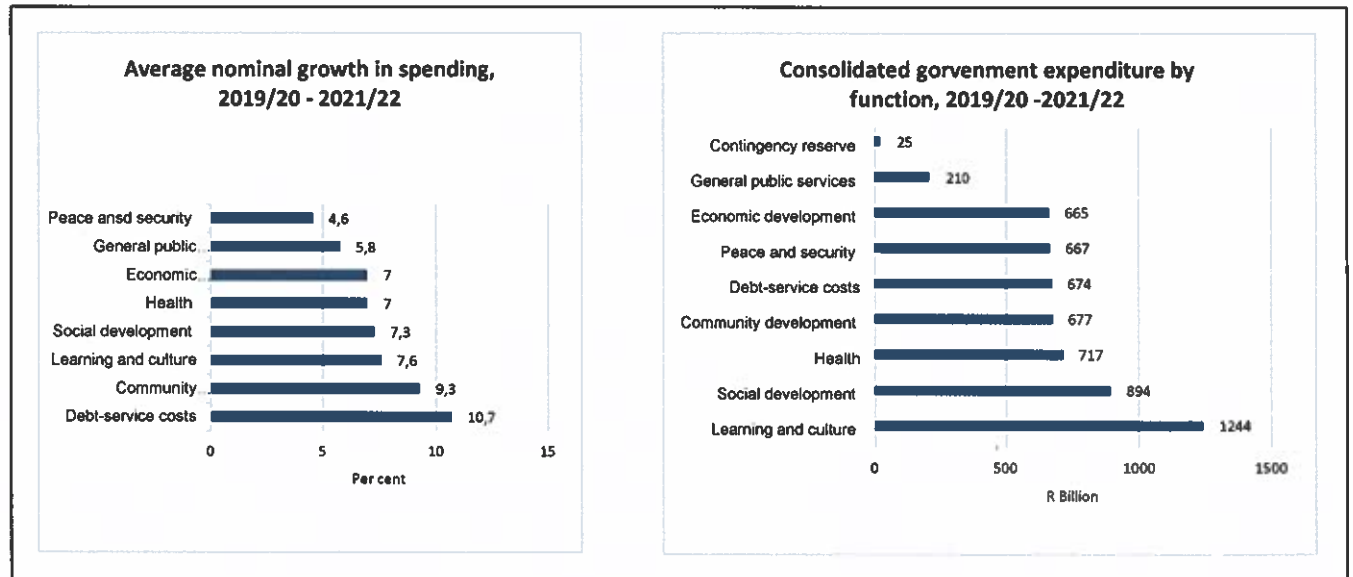
Notwithstanding, law courts and prisons are showing a stable increase for the same period due to reprioritisation of funds from the policing service to law courts and prisons. The Integrated Justice System Modernisation Programme is a key component of the integrated strategy to fight crime. Over the medium term, it is planned to shift R853 million from the South African Police Service to the Department of Justice and Constitutional Development, where the programme is currently governed as depicted in figures 1-1 and 1-2 below.

Figure 1-1: Projected expenditure on Defence, Public Order and Safety



Source: National Treasury, Budget Review (2019)

Figure 1-2: Average nominal growth in expenditure by function



Source: National Treasury, Budget Review (2019)

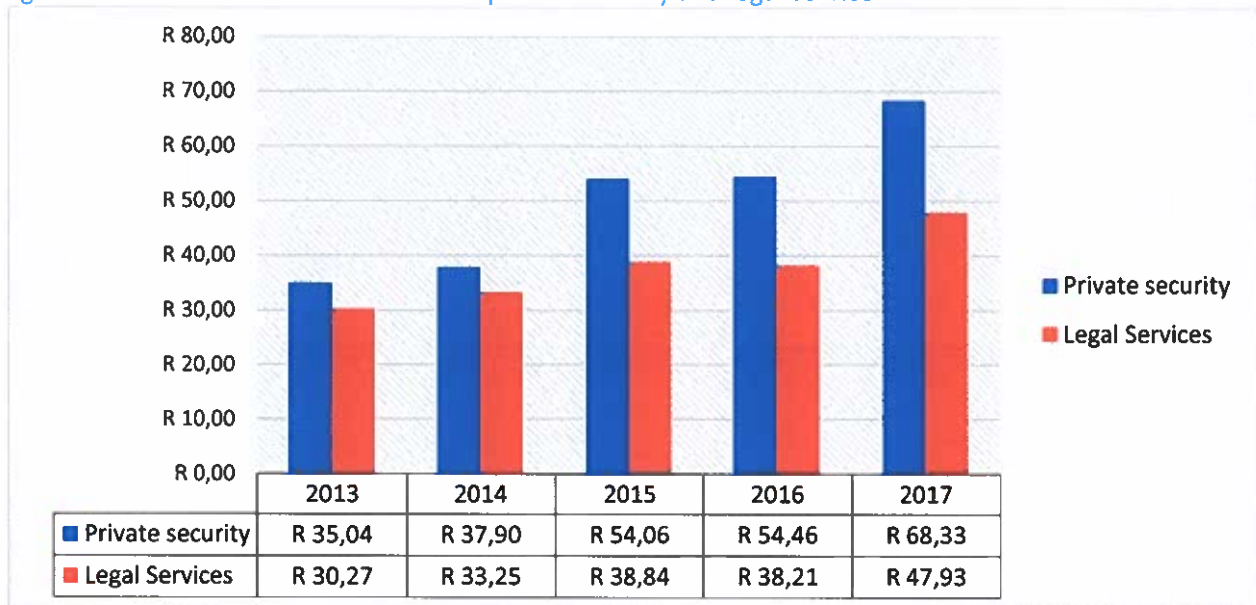
Government spending is allocated to function groups according to their general purpose. The largest function group is learning and culture which receives an allocation of R1.24 trillion, or 24.1 per cent of consolidated expenditure over the MTEF period. The learning and culture, social development, health and community development functions make up more than half of government expenditure. The function with the fastest-growing allocation is community

development, which is predicted to grow from R186.4 billion in 2018/19 to R243.7 billion in 2021/22 at an annual rate of 9.3 per cent. This includes funding for free basic services and human settlements. Peace and security services, which funds defence, police, state security and law courts and prisons is the slowest-growing function, with a growth of 4.6 per cent per year, driven mainly by a reduction of R5 billion in the allocation to the Special Defence Account in 2021/22.

1.4.2 Private security and legal services

The private security and legal subsectors have been realising steady growth, which contributes to the nation’s GDP. The growth of these subsectors is linked to various factors, which include corporate governance, regulatory issues and the booming of the issues that require the services of these stakeholders. Figure 1-3 depicts the contribution of the private and legal subsector to the entire economy.

Figure 1-3: Economic contribution of the private security and legal service



Source: SASSETA, 2019(a)

The private security subsector firms earned about R35.1 billion in 2013, R37.9 billion in 2014, R54.1 billion in 2015, R54.5 billion in 2016 and R63.3 billion in 2017, whereas legal services firms earned R30.3 billion in 2013, R33.3 billion in 2014, R38.8 billion in 2015, R38.2 billion in 2016 and R47.9 billion in 2017. The upward trend is also evident in both the sector and the national economy, with firms in the finance, real estate and business services sector moving from earning R738.1 billion in 2013 to R1.1 trillion in 2017, while the overall economy changed from R7.3 trillion in 2013 to R9.9 trillion in 2017.

1.5 Employer Profile

1.5.1 Number of employers in the sector

According to the 2019 WSP data, there were 3 355 levy-paying organisations in the safety and security sector. The overwhelming majority of these were in two subsectors: Legal Services (2 058) and Private Security and Investigation Activities (1 292). Furthermore, four government departments (i.e. Departments of Defence; Correctional Services; Justice and Constitutional Development, and the South African Police Service) are the major employers in the safety and security sector. Table 1-5 depicts number of active employers by subsector.

Table 1-6 Active Employers by subsector for 2018/19

Subsectors	Levy Paying Organisations	Government Departments
Defence	1	1
Corrections	4	1
Justice	3	1
Legal Services	2650	N/A
Policing (RTMC, IPID and SAPS)	3	1
Private Security and Investigation Activities	1620	N/A
Total	4278	4

Source: SASSETA SMS DATA (2019)

According to Table 1-6, the Private Security and Investigation Activities as well as the Legal Services subsectors have relatively more active employers in terms of WSP/ATR (Annexure 2) submissions, which is 1620 and 2650 respectively. Subsectors that includes government department have not more than five organisations.

Over the period 2011/12 to 2018/19, the number of employers in the Legal Services subsector increased from 1 688 to the current 2 650. Meanwhile, the number of employers in the Private Security and Investigation Activities subsector has however remained relatively stable over the period (see Table 1-7 below).

Table 1-7: Levy paying organisations in the safety and security sector

Subsector	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Number of organisations						
Legal Services	1 735	1 751	1 772	1752	1688	2 058	2650
Private Security and Investigation Activities	975	966	991	960	971	1 292	1620

Source: SASSETA SMS (2019)

Within the private sector component of the Safety and Security Sector, the Legal Services subsector is dominated by individually practicing legal and paralegal professionals. Businesses in the subsector include firms of attorney (of which only 18.3% employ more than one person, and only 0.8% employ more than 10 people) and non-governmental organisations (NGOs) as well as not-for-profit organisations (NPOs). Companies rather than individuals dominate the Private

Security and Investigation Activities subsector. These range from large extensions of multinational companies, through to large, medium and some very small locally owned companies.

1.5.2 Employers by organisation size and per subsector in the Safety and Security Sector

Table 1-8 depicts employers by organisation, per subsector in the Safety and Security Sector.

Table 1-8: Employers by organisation size per sub-sector

Subsector	Size of organisation		
	0-49	50-149	150+
Private security	162	114	200
Legal services	325	82	28
Policing	-	-	3
Corrections	-	-	4
Justice	-	-	3
Defence	-	-	1
Total	487	196	239

Source: WSP data (2019)

Table 1-8 illustrates that most organisations (487) in the sector are small companies (0-49), and most of these are in the Legal services subsector (325). Large companies (150+) are the second highest (239) category, but in this instance private security companies are dominating (200). Furthermore, the table depicts that the safety and security sector is dominated by the two subsectors, that is, Private security (50%) and Legal services (49%). Figure 1-5 illustrates the percentage representation of employers in the safety and security sector by company size.

1.5.3 Provincial distribution of employers in the sector

The information present in Table 1-9 shows that the majority of employers in the Safety and Security Sector are located in Gauteng Province, while the Northern Cape Province has the least number of employers.

Table 1-9: Geographic location of employers by province

Subsector	Gauteng	Western Cape	KwaZulu-Natal	Free State	North West	Limpopo	Northern Cape	Eastern Cape	Mpumalanga
Private security	250	72	69	7	6	29	2	24	14
Legal services	249	83	66	16	11	7	1	29	12
Policing	3								
Defence	1								
Corrections	1								
Justice	3								
Total	507	155	135	23	17	36	3	53	26

Source: WSP data (2019)

1.6 Labour Market Profile

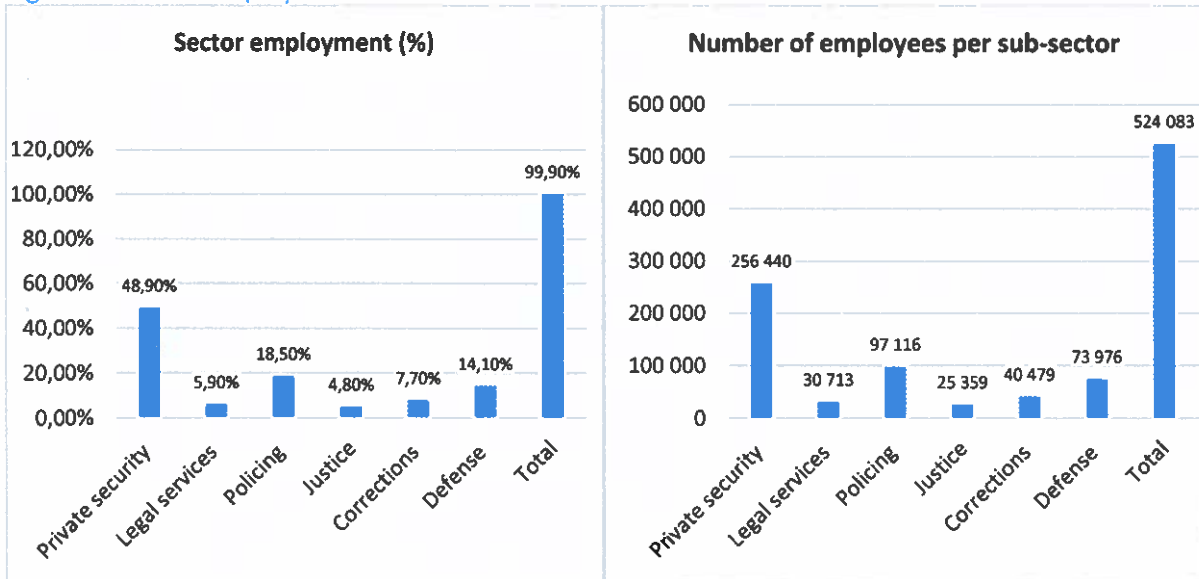
This section presents demographic data of employees in the Safety and Security Sector by focusing on total employment in the sector, distribution of employees per province, employment per occupational group, population group, gender, age, as well as disability status.

1.6.1 Total employment in the sector

Figure 1-4 below provides an overview of the total employment in the safety and security cluster. The statistics shows that the safety and security sector employs 524 083 members. Private security contributes almost half to this total employment (256 440), with the justice subsector having the smallest contribution of 25359. The second largest contributor is the policing subsector with 97 116 employees.

The private sector in the security cluster made up 55% of the employed population, while government departments made only 45%. Moreover, the private security subsector alone contributes more than the 45% compared to all four-government departments.

Figure 1-4: Total employment

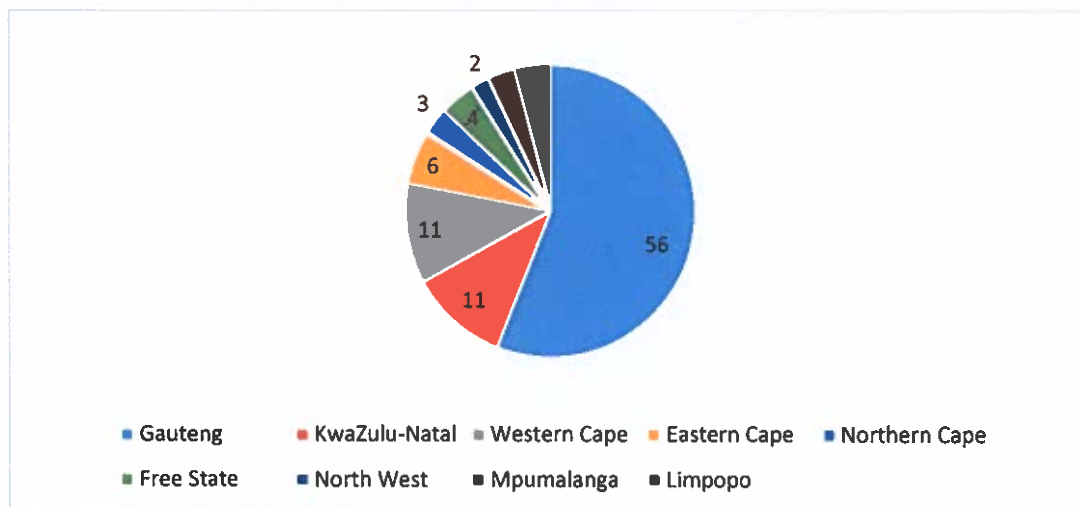


Source: WSP submissions (2019)

1.6.2 Employment by province

Figure 1-5 shows employment by province in the safety and security sector.

Figure 1-5: Labour force status by province (%)



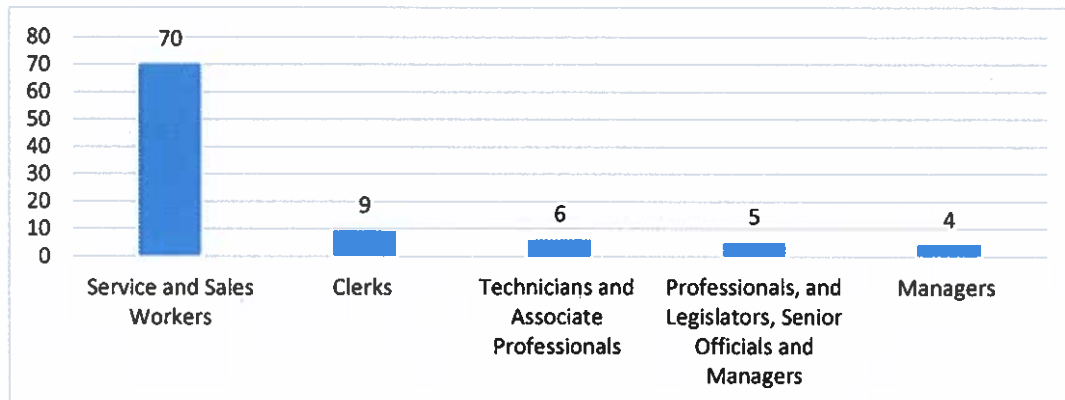
Source: WSP data (2019)

Figure 1-5 illustrates that most employees in the safety and security sector are based in Gauteng (56%) followed by KwaZulu-Natal (11%) and the Western Cape (11%), while very few are found in the North West Province (2%). Gauteng is affected by the fact that all the government departments, many of the public organisations as well as many private sector companies have their head offices in that province.

1.6.3 Employment per occupational group

Four out of the six SASSETA’s subsectors (except Defence and SAPS) submitted the information on the occupational category of their employees according to the OFO code. In rectifying this data limitation SASSETA is in the process of engaging with relevant stakeholders to resolve this.

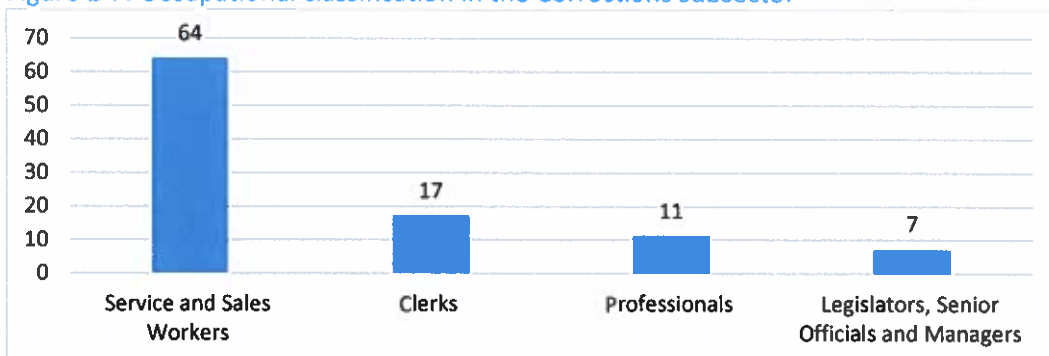
Figure 1-6: Occupational classification in the sector (%)



Source: WSPs data (2019)

Figure 1-6 shows that most employees in the sector are Service and Sales Workers (70%), with the remainder comprising Clerks (9%), Technicians and Associate Professionals (6%), Professionals, and Legislators, Senior Officials (5%) and Managers (4%). This overall picture is highly influenced by the large Private Security subsector, where 90% of employees are classified as Service and Sales Workers. Figure 1-8 depicts occupational classification in the Corrections subsector.

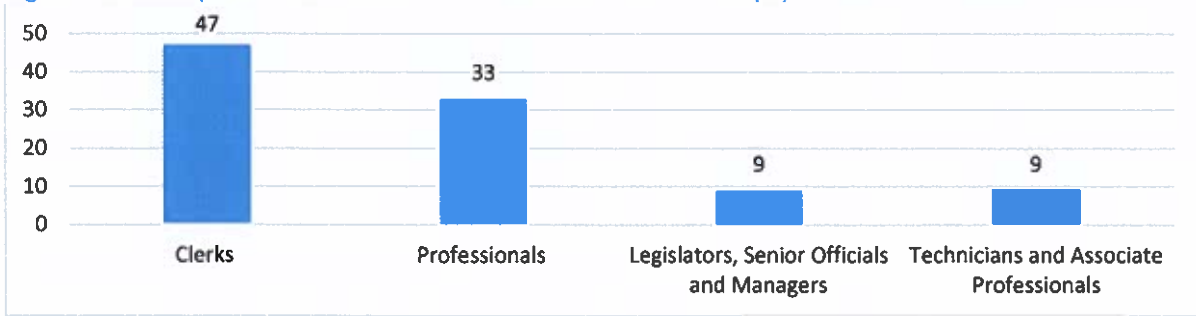
Figure 1-7: Occupational classification in the Corrections subsector



Source: WSP data (2019)

Figure 1-7 illustrates that the Corrections subsector is dominated by Service and Sales Workers (64%) followed by Clerks (17%), while Professionals (11%) and Legislators, Senior Officials and Managers (7%) are in the minority. Figure 1-9 shows the occupational classification in the Justice subsector.

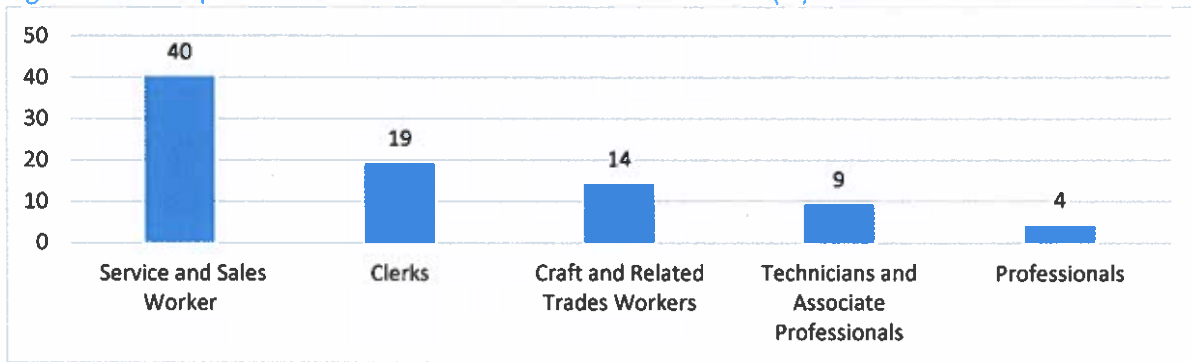
Figure 1-8: Occupational classification in the Justice sub-sector (%)



Source: WSP data (2019)

Figure 1-8 illustrates that most employees in the Justice subsector are Clerks (47%) and Professionals (33%), while Legislators, Senior Officials and Managers, and Technicians and Associate Professionals (9%) are as usual in the minority. The picture is slightly different in the Defence subsector, as depicted in Figure 1-9.

Figure 1-9: Occupational classification in the Defence sub-sector (%)

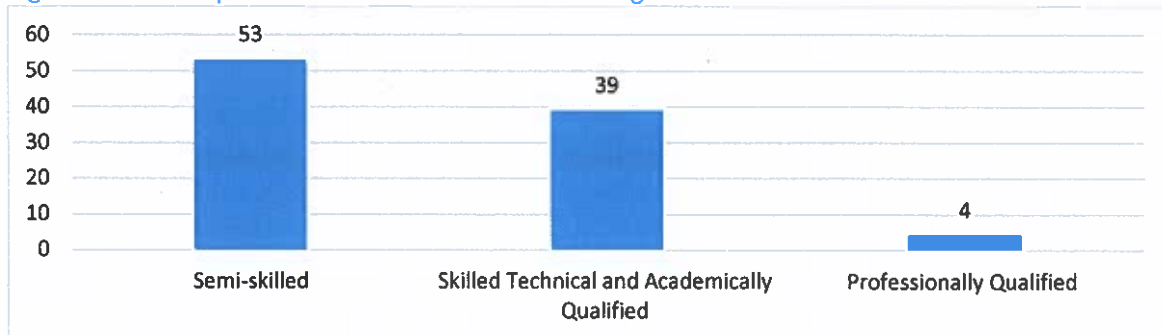


Source: WSP data (2019)

Figure 1-9 shows that the Defence subsector has a wider range of occupational categories compared to other subsectors in the safety and security sector. Nevertheless, Service and Sales Workers (40%), Clerks (19%) as well as Craft and Related Trades Workers (14%) constitute the bulk of occupations. Technicians and Associate Professionals (9%), and 4% Professionals (4%) are very few in the subsector.

In contrast with other subsectors, occupational data in the Policing subsector is presented in terms of semi-skilled workers (with discretionary decision-making powers, skilled technically, academically qualified as well as professionally qualified) as shown in Figure 1-10.

Figure 1-10: Occupational classification in the Policing sub-sector



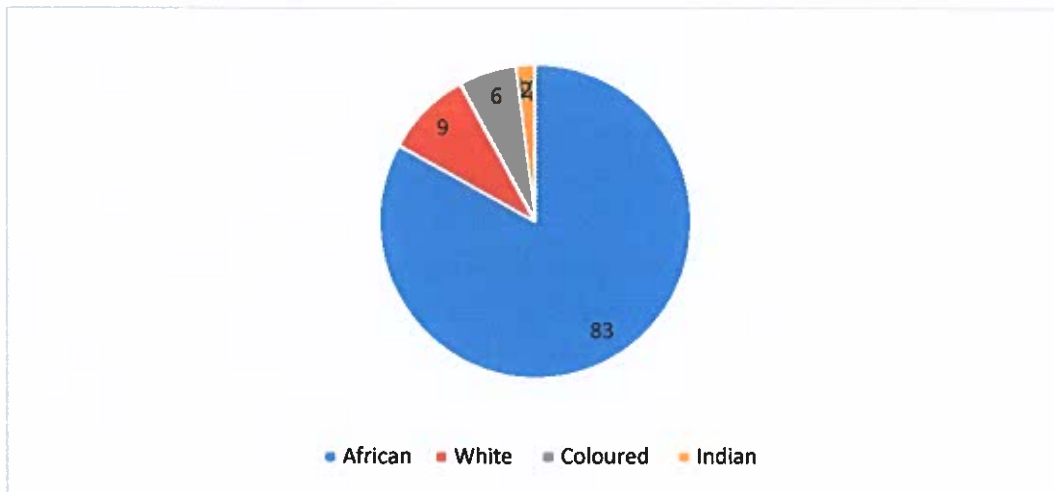
Source: WSP data (2019)

Figure 1-10 illustrates that most employees in the Policing subsector are categorised as semi-skilled (53%), followed by the skilled technical and academically qualified (39%). Employees classified as professionally qualified only account for 4% of workers in the subsector.

1.6.4 Racial composition

Figure 1-11 illustrates racial composition in the safety and security sector. It reveals that most employees in the sector are African (83%), followed by White and Coloured (9% and 6% respectively). The diagram also depicts that there are very few Indian employees in the sector (2%). Figure 1-12 depicts racial representation per subsector.

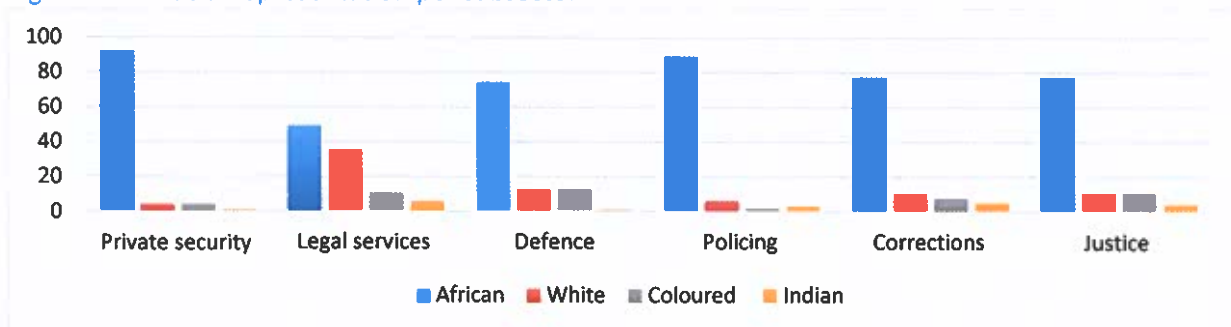
Figure 1-11: Racial composition: Percentage (%)



Source: WSP data (2019)

Figure 1-12 depicts that African representation is the highest (49%) in the Private Security subsector (89%), while the lowest is in the Legal Services subsector (43%). The diagram also shows that Coloured representation is the highest in the Defence subsector (12%) and the lowest in Policing (2%). On the other hand, Indian representation is highest in the Legal Services (6%) and the Corrections subsectors (5%), but the lowest in the Private Security subsectors (less than 1%). Nonetheless, White representation is the highest in the Legal Services (35%) and the lowest in the Private security subsector (4%).

Figure 1-12: Racial representation per subsector



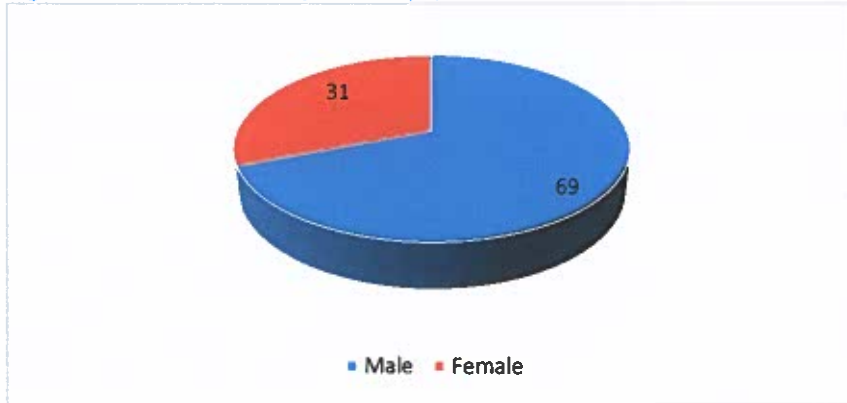
Source: WSP data (2019)

1.6.5 Gender representation in the sector

According to the findings of the subsector research studies with respect of gender, it was established that 69% of the sector’s employees are male and 31% are female as depicted in Figure

1-13. This picture is influenced by the profile of the Private Security subsector, where most employees (79%) are male, whereas in Policing, approximately two thirds (66%) of employees are male, while the Corrections and Defence subsectors are at 69% and 71% male respectively. In contrast to the picture painted above, females dominate in both the Justice (58%) and Legal Services (63%) subsectors.

Figure 1-13: Gender composition (%)



Source: WSP data (2019)

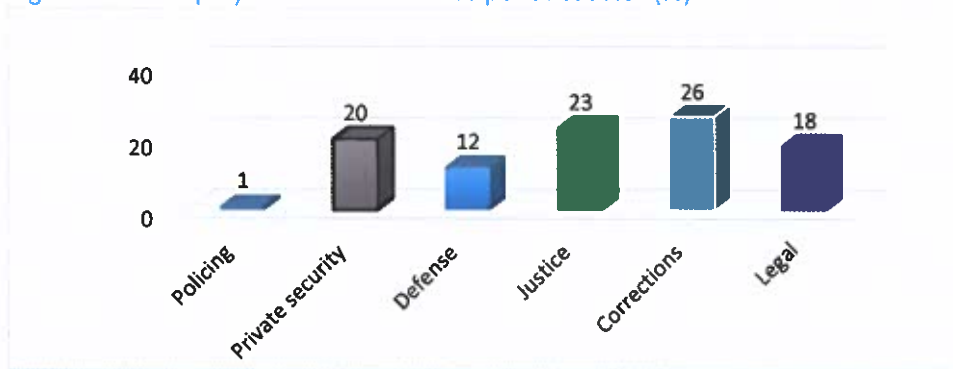
1.6.6 Age distribution in the sector

In terms of the labour force by age, the findings of the subsector research studies (SASSETA, 2017) show overall, that the majority of employees (45%) in the sector are comprised of youth under the age of 35, while only 5% are over the age of 55. The most youthful of the subsectors is Private Security, where 53% of employees are under the age of 35 and only 2% are over the age of 55. Policing has the largest proportion (60%) of employees between the ages of 35 and 55, while the majority (23%) of employees in Corrections are over the age of 55.

1.6.8 Disability status

Figure 1-14 illustrates the number of employees with disabilities per subsector of the safety and security sector.

Figure 1-15: Employees with disabilities per subsector (%)



Source: WSP data (2019)

Figure 1-14 depicts that there are 1 129 disabled employees in the sector and the majority (26%) of these employees are employed in the correctional services, while the minority (less than 1%) are employed in Policing.

1.7 Conclusion

From the subsectors studies conducted, they show that the safety and security sector is labour-intensive and simultaneously requires more technical as well as specialised skills to deliver its multi-faceted demands and mandate. It was also established that the sector is an important part of the South African social and economic landscape.

Furthermore, the overwhelming majority of employees in the sector are Service and Sales Workers (70), with Clerks (9%) being the next largest category, followed by Technicians and Associate Professionals (6%). Additionally, categories of Professionals, Legislators, Senior Officials and Managers respectively constitute only 4% to 5% of total employment. This overall picture is highly influenced by the bulky Private Security subsector, wherein 90% of employees are classified as Service and Sales Workers.

The majority of employees are African (83%), and an overwhelming majority is in the Private sector, followed by Whites and Coloureds (8.5% and 6.3% respectively). It is worth mentioning that Indian representation is the highest in the Legal services subsector (6.5%), although they only constitute 1.9% in the entire sector. It is also worth mentioning that Whites constitute 34.6% of the Legal services subsector, even though they account for only 8.5% in the entire sector.

The sector is male dominated (69%), while females make up to (31%). This is significantly influenced by the profile of the Private Security subsector (79% of employees are male). In contrast, females dominate the Justice (58%) and Legal Services (63%) subsectors respectively. Generally, 47% of the sector's employees are youth (under the age of 35), while only 5% are over the age of 55. The next chapter (chapter 2) discusses key skills change drivers and their ramifications for skills development in the sector.

CHAPTER 2

KEY SKILLS CHANGE DRIVERS

2.1 Introduction

The purpose of this chapter identify factors that are driving change in the Safety and Security Sector in South Africa, and influencing the demand for and the supply of skills in the sector negatively or positively. In order to achieve the objectives of this section, we outline the factors such as population growth, gender-based and domestic violence, unemployment and poverty, increase in crime rate and changing nature of crime in South Africa. Furthermore, this section presents policy frameworks affecting skills demand and supply in the sector.

2.2 Factors affecting demand for and supply of skills

The world is changing rapidly, and internationalisation, regionalisation, intense price competition, regulation policies, labour issues, unemployment, e-commerce and economic turbulence are driving these changes, amongst others. Some of these changes have altered the way in which business operates and the types of jobs which are demanded.

As we are entering the fourth industrial revolution, the set of skills that is required by business is also under scrutiny. This means that the employability of the current skillset is becoming more irrelevant. The following are the skills change drivers for the Safety and Security Sector:

2.2.1 Population growth

The United Nations recommends one police officer to 220 people. In South Africa, the ratio was one police officer to 383 people. This is almost double the standard across the world which is a large number for government and for South African society to deal with. Continuous population growth and increasing migration of people from neighbouring countries and the rest of Africa has resulted in a greater demand for justice, safety and security services in South Africa. This in turn drives the need for service infrastructure and skills for effective service provision by departments in the Justice, Crime Prevention and Security (JCPS) Cluster (DoJ & CD, 2015).

Population growth together with an increase of the private and public facilities has led to the need to assess the current and future skills that are required in order to execute the mandate of the South African safety and security cluster. The increase has also led to an escalation in demand for security at these public/private spaces which corresponds with an increase in the demand for private security guards.

2.2.2 Unemployment and poverty

According to the Quarterly Labour Force Survey (QLFS) for the first quarter of 2019 published by Statistics South Africa (Stats SA), South Africa's unemployment rate is 27.6%. This puts the unemployment rate at 0.1 of a percentage point lower than Q3 2018, where the rate climbed marginally to 27.5%. However, as in previous surveys, there is a clear distinction between the unemployment rates across various education levels.

The latest report shows that, of the 6.1 million unemployed persons in Quarter four of 2018, about 57.1% had an education level below matric, followed by those with a matric at 34.2%. By comparison, only 1.7% of the unemployed persons were graduates, while 6.3% had some form of

tertiary qualification as their highest level of education. Overall, 38.6% of the total job vacancies advertised in 2017/18 required people with degrees or diploma educational achievements. According to the Department of Labour, this implies that there is a shift to a more educated labour force leading to an increasing share of high-skilled jobs in the economy. The impact in the labour market is that those with less than Grade 12 educational achievements will probably remain unemployed in the long run, as it was also noted that the Fourth Industrial Revolution will also bring its own labour market challenges.

Conditions of high unemployment tend to foster potential for social unrest (and deepens poverty), and when social unrest ensues, the services and resources of some subsectors such as justice are increasingly forced into action. In recent years the country experienced an increase in violent public protests fuelled by concerns such as dissatisfaction with public service delivery, wage strikes and labour unrest and xenophobia (DoJ & CD, 2015).

2.2.3 Gender-based and domestic violence outlook

Women walking freely in the streets and children playing safely in open spaces are at the core of the National Development Plan goal on safety and security. Gender-based violence (GBV) is a profound and widespread problem in South Africa, affecting almost every aspect of life. GBV (which disproportionately affects women and girls) is systemic, and deeply entrenched in institutions, cultures and traditions in South Africa.

Violence against women has received increasing national and international attention accompanied by calls for stringent measures to mitigate against this social ill. Rape targeting both women and girls is a serious problem in South Africa. For example, the 2017/18 Victims of Crime statistical release reported that 250 out of every 100 000 women were victims of sexual offences compared to 120 out of every 100 000 men.

According to the 2017/18 South African Police Service statistics, in which 80% of the reported sexual offences were rape, together with Statistics South Africa's estimate that 68,5% of the sexual offences' victims were women, we obtain a crude estimate of the number of women raped per 100 000 as 138. This figure is among the highest in the world. For this reason, some have labelled South Africa as the "rape capital of the world".

2.2.4 Increase in the crime rate

During 2008/09, the crime rate in South Africa started to decrease until it reached a minimum in 2011/12. However, in 2012/13, crime increased 2% from the previous year, then started to decrease again until it reaches its lowest level of 1 662 815 recorded crimes in 2017/18. This sharp decrease is due to the fact that our security cluster has the capabilities to overcome criminals through their professional interventions.

Murder rates increased quite significantly during 2017/2018, shooting up 7% to over 20,000 cases previously recorded. This gives South Africa a rather alarming 57 murders a day and at a rate of 35.7 people murdered per 100,000 population. Cash-in-transit crimes, which have grabbed headlines over the past few months have also recorded a sharp increase, climbing 57% to 238 cases recorded in the past year (from 152 cases previously). According to the SAPS, this category of crime is trending upward. Shockingly, the number of reported rapes in South Africa has also increased to 40,035 cases in the year. The financial impact of cable theft is estimated to be between R5 billion to R10 billion per annum (Burger & Lancaster, 2014). High rates of serious and

violent crimes furthermore continue to drive the need for crime combating capacity in the criminal justice system as well as the need for speedy and effective administration of justice in the interests of a safer and more secure South Africa (The Presidency, 2014). Commercial crime, including so called 'white-collar crime' and corruption in the private and public sectors poses huge risks to the entire economy and impacts the poor in particular (National Planning Commission, 2012).

Statistics reveals that commercial crime such as corruption, fraud, money laundering, embezzlement and forgery increased by 70% since 2004. In 2011, the Special Investigation Unit (SIU) informed Parliament that such crimes cost the economy R30 billion annually. Therefore, the implementation of initiatives against fraud and corruption is a national priority and requires highly skilled investigative and other criminal justice resources to arrest, deter, prevent, prosecute and convict the perpetrators of this scourge.

2.2.5 The changing nature of crime

Apart from the overall increase in crime rates, the South African law enforcement agencies have identified the need to deal effectively with complex crimes including cybercrime and other organised crime which often involve cross-border and trans-national activities. Various aspects of globalisation are also changing the patterns of crime and pose challenges to the capacity and resources of the criminal justice system. In order to deal effectively with these crimes, new types of investigative and technology skills are required.

a. Cybercrime

Although there is no universally accepted definition of cybercrime, the term is used when computer- or related technology is used to commit a crime. In essence, a cybercrime is regarded as a digital version of a 'traditional offence'. This type of crime has become a huge issue not only in South Africa but around the world. South Africans have become a target of cybercrime because these criminals not only are aware that our law enforcement agencies are not equipped to detect and fight cybercrime, but they also know that citizens are very lax when it comes to securing their devices and have "it will never happen to me attitude"(Rick Crouch and Associates, 2019).

The following statistics from Rick Crouch and Associates (2019) about cybercrime in South Africa and global are worth noting:

- 70% of South Africans had fallen victim to cybercrime and other risky behaviour, compared to 50% globally;
- 47% of users of Smartphones in South Africa were victims of mobile cybercrime in the past 12 months, compared to 38% globally;
- If cybercrime was a nation, it would have been 27th biggest in terms of GDP;
- Cybercrime cost the global economy \$445 billion a year; and
- In South Africa, cybercrime has an economic impact equal to 0.14% of the national GDP, which translate into about R5.8 billion annually

Some of the more common examples of cybercrime that are prevalent in South Africa are include hacking, identify theft, phishing scams, electronic funds transfer fraud, online child sexual abuse (or child porn), cyberbullying, cyber impersonation, and social media profile cloning (Rick Crouch and Associates, 2019). According to a leading cyber security academic, 31% of cyber-attacks in South Africa target small businesses, as they generally lack the financial and human capacity to deal with cyber threats. This poses significant economic risks, as 66% of small businesses have websites and also provide about 60% of total employment (Moyo, 2015). Due to skills shortages

and lack in urgency to implement preventive measures (DoJ & CD, 2015), public security agencies face significant challenges in tackling the cybercrime phenomenon. According to the NPA (2014), cybercrime investigations are complex and time-consuming and require highly skilled human resources.

To keep up with evolving cyber threats, the Safety and Security Sector needs to develop the technological and professional capacity to address cybercrime (DoJ & CD, 2015). Law enforcement agencies, prosecutors and public sector cyber professionals must receive training on current and anticipated cybercrime trends and techniques. A massive input of soft and technical intelligence training skills (a form of upskilling and reskilling) is required to efficiently and effectively fight and detect this complex and sophisticated crime.

b. Organised crime

Part of the globalisation process is the increase in trade across borders and an increasing interdependence between states. It is argued that this increased trade provides an environment that is highly conducive to the activities of transnational organised criminal groups. Transnational organised crime involves multiple crime categories such as trafficking in illicit drugs, humans, arms, diamonds, wildlife, counterfeit goods and fake medicines. Typically, such organised crime is very profitable, and the proceeds are used to bankroll new criminal undertakings (Gastrow, 2013). Such crime is organised in complex, cross-border networks, so that a government is challenged to deal with the rapid spread of activities within its own borders.

Transnational organised crime is becoming an international security threat. This reality drives the need to develop capacity in the policing and justice subsectors to investigate, prosecute, and counter international criminal networks and global organised crime syndicates. There is a massive need for skilling/up-skilling or re-skilling on the soft, technical and intelligence training skills in the sector to efficiently fight this type of crime. A number of training skills programmes will thus be directed in enhancing skills in this and other areas.

c. Drug trafficking

The trafficking of illicit drugs creates consternation among governments around the world and the rapid globalisation of the drug trade over the past decade virtually assures that no country is immune to the threat. Although the illicit drug trade has always existed, with the dawn of democracy and the end of South Africa's international isolation, South Africa became both an attractive market and a transit country for drug traffickers.

Drug usage in South Africa is twice the world norm; at least 15% of South Africans have a drug dependency problem and this number is expected to rise. A massive input of soft and technical intelligence training skills is thus required in the sector (in the form of skilling/up-skilling and re-skilling) to efficiently and effectively fight this complex and sophisticated crime.

d. Human trafficking

South Africa is viewed as a major highway for human trafficking, with reports that 100 000 people are being trafficked in the country every year. By its nature, human trafficking is a component part of complex cross-border organised crime (The Presidency, 2014). The Prevention and Combating of Trafficking in Persons Act, 7 of 2013 gives effect to South Africa's obligations in terms of international agreements in respect of the trafficking of persons. Although the Act was signed off by the President, it has not yet been put into operation (NPA, 2013: 23). A massive input of soft

and technical intelligence training skills is therefore required in the sector (a form of skilling/up-skilling or re-skilling) to efficiently and effectively fight this complex and sophisticated crime.

e. Environmental crime

Organised crime syndicates are raiding environmental assets resulting in significant disruption to economic activity and loss of natural resources. Resources and specialised skills are required to combat theft of natural resources and assets in the infrastructure networks, for example, illegal mining and rhino poaching. The SAPS intends to cooperate more closely with a variety of stakeholders to prevent environmental crime (SAPS, 2014). Therefore, a lot of skilling/up-skilling or re-skilling personnel in the sector is needed to effectively enforce and progressively uphold environmental laws.

f. Maritime crime

African maritime insecurity, particularly in connection with acts of piracy and the need for effective maritime security in Southern Africa's waters, has seen the South African National Defence Force (SANDF) deploying several naval and air assets to the Mozambican coastline. Piracy, although still rife in Somalia, the Seychelles and Kenya is now aimed at Southern Africa.

The piracy impacts negatively on the affected countries' economies, as 80% of Southern Africa's imports and exports are transported by sea. South Africa is also helping strengthen navies from neighbouring countries, such as the Mozambican Navy. Its personnel are receiving training from the SA Navy in Simon's Town (DOD, 2013). There is a lot of skilling/up-skilling required or re-skilling personnel in the sector to effectively enforce and progressively uphold maritime laws.

g. Gender-based violence and crimes against children

Despite remarkable progress, much still needs to be done to address high levels of violence against women and children. The urgency of addressing this issue is underlined by the recent spate of terrible violence and sexual offences against children in Gauteng province and other parts of our country, and the police have warned that the numbers are on the rise. This violence – unjustifiable and largely preventable – is a major barrier to the full realisation of the human rights of children as enshrined in our Constitution. It further states that every child has the right to be protected from maltreatment, neglect, abuse or degradation.

2.3 Policy frameworks affecting skills demand and supply

The national policies and strategies serve as a framework for skills demand and supply. These policies have implications for skills planning in the sector. The Skills Development Act and the Skills Development Levies Act purports to develop the skills of the South African workforce through the promotion of education and training in the workplace. The Act further seeks to provide employees with new opportunities to acquire new skills and work experience. Below are national policies and strategies that are meant to promote skills development.

2.3.1 The National Development Plan (2010-2030)

The National Development Plan (NDP) is all-encompassing and offers a long-term perspective across all spheres of South African society. It identifies the role that different sectors should play in overcoming poverty and inequality and in reducing unemployment and the implications these have for skills development. It emphasises the following in respect to skills needs:

Public confidence in the criminal justice system must be developed as an important step to prevent crime and to increase safety (National Planning Commission, 2012). According to the National Planning Commission (2012: 351) “the most effective deterrent to criminality is an efficient and effective criminal justice system.” Intervention measures must focus on greater cooperation between state institutions in the Justice, Crime Prevention and Security (JCPS) cluster.

The police, justice, judiciary and corrections need to work together to apprehend, prosecute, convict, sanction, and incarcerate perpetrators of crime (National Planning Commission, 2011). The NDP further states that the police service should be professionalised by linking a police code of conduct and a code of professionalism to disciplinary regulation and promotion. The service should be demilitarised, and a two-stream training and recruitment process be introduced.

An integrated approach is furthermore needed to confront the root causes of criminality, and community participation in community safety should be encouraged. In addition, the scourge of corruption which undermines progress must be fought on multiple fronts. The NDP also acknowledges that the contribution of government must be complemented by an active citizenry, civil society and the private sector. Another key intervention area highlighted by the NDP is the professionalisation of the public service and the strengthening of the public service skills base with additional technical and managerial skills (National Planning Commission, 2012).

Therefore, a need exists to develop and make available to the public sector key technical and specialist professional skills to enhance public service provision (National Planning Commission, 2012). The NDP also requires improving education, training and skills planning as well as the capacity for skills production to ensure that relevant skills are supplied to the labour market.

2.3.2 The Medium-term Strategic Framework (MTSF) 2019 - 2023

The South African government has adopted a strong national planning framework which seeks to drive coherence and impact throughout the education and training system. The MTSF outlines government’s key strategic priorities for economic growth and social development for the period 2019-2023. It guides planning and resource allocation across all spheres of government. SASSETA will support and align its programmes (the Annual Performance Plan and Strategic Plan) with the MTSF priority outcome “A skilled and capable workforce to support an inclusive growth path.”

2.3.2.1 *The seven-point plan to strengthen the criminal justice system*

In the Criminal Justice System, Government adopted a seven-point plan in 2008. The plan outlined a framework to establish a single, integrated, seamless and modern criminal justice system while also addressing critical issues of public trust and confidence (National Planning Commission, 2012; Lancaster, 2013). A central feature of the plan was multi-agency and multi-department cooperation through coordinating management structure from national to local level. In particular, the plan called for greater cooperation between the judiciary, the SAPS, prosecutors, correctional services and Legal Aid South Africa.

In essence, the seven-point plan spans and integrates the core mandate of four departments (Police, DoJ & CD, the Judiciary and Corrections), the NPA and several other role-players (e.g. Legal Aid South Africa) (DoJ & CD. 2008: 3-21). In 2012, the NDP endorsed the vision of the seven-point plan to render a more efficient and effective criminal justice system and recommended that renewed efforts be made to implement the plan. The seven priority areas are:

- The adoption of a single vision and mission for the criminal justice system leading to a single set of objectives, priorities and performance measurement targets for the criminal justice system by the JCPS cluster;
- The establishment through legislation or by protocol of a new and realigned single coordinating and management structure for the criminal justice system that flows in a seamless manner from the Cabinet to each court;
- Substantial changes to the present court process in criminal matters through practical short- and medium-term proposals to improve the performance of courts, especially the regional courts;
- The operationalisation of key priorities within the component parts of the criminal justice system that are part of or impact on the new court system, especially measures to improve capacity, correct shortcomings and remove constraints;
- The establishment of an integrated and seamless national criminal justice information system and technology database containing all the information relevant to the criminal justice system that will facilitate informed strategies, plans and decision-making and the provision of a national template to gather information in each department serving the criminal justice value chain (DoJ & CD. 2008);
- The modernisation, in an integrated and holistic way, of all aspects of systems and equipment through the application of technology solutions; and
- The involvement of the public in the fight against crime by introducing changes to and expanding the role of community policing forums and by providing financial and administrative infrastructure to give the community policing forums “teeth”.

2.3.2.2 The skills planning implication of the Seven-point Plan to strengthen the criminal justice system

In terms of skills planning, the Seven-point Plan implies the following for the sector:

- Supply of skilled ICT personnel to drive modernisation initiatives in the sector;
- Develop and/or review and implement skills interventions to bolster active citizenry in the sector; and
- Rollout of learning interventions to enhance efficiency and effectiveness in the sector.

2.3.3 White Paper for Post-School Education and Training in South Africa

The White Paper for Post-School Education and Training (DHET, 2013) sets out a vision for an integrated post-school education and training system in South Africa. It asserts that “if the provision of education and training is to be better coordinated with the needs of society and the economy, central information about skills needs is required”. It suggests that “identifying current and future skills demand as accurately as possible is extremely important if the goals of the National Development Plan, the New Growth Path and the Industrial Policy Action Plan are to be achieved”. The roles of SETAs are redefined to “mediate between education and work”, with their main focus on developing the skills of the existing workforce and providing the skills pipeline to

existing workplaces (DHET, 2013: 67). In addition, the White Paper for Post-School Education and Training (DHET, 2013) notes that research will be at the centre of building a focused and responsive post-schooling system. It also asserts that partnerships between higher education institutions (HEI) and industry need to be established to support research on industry needs and skills planning. Much of the work has been done to align the sector skills plan and strategy to support the objectives of the White Paper.

2.3.4 National Skills Development Plan (NSDP)

The purpose of the National Skills Development Plan (NSDP) is to ensure that South Africa has adequate, appropriate and high quality skills that contribute towards economic growth, employment creation and social development (DHET, 2019). The NSDP call upon SETAs play a role on both the demand and supply side of the labour market in respective sectors.

On the demand side, SETA will continue to conduct labour market research and develop sector skills plans (SSP); develop Strategic Plans (SP), Annual Performance Plans (APP) and Service Level Agreements (SLA); as well as submit quarterly reports to the Department of Higher Education and Training (DHET).

On the supply side, the SETA will continue to address sector skills needs and priorities; address scarce and critical skills (PIVOTAL) through implementation of learning programmes (i.e. Artisans and Learnerships); facilitate easy access and different entry points (Articulation and RPL); and collaborate with the relevant Quality Council, especially the Quality Council for Trade and Occupations (QCTO) to ensure quality and provision of learning programmes.

SASSETA has adopted the NSDP as its strategic outcome-oriented goals. The sector skills plan for the SETA is aligned with the NSDP outcomes, government imperatives and industry development initiatives on education and skills development.

2.3.5 The New Growth Path (NGP)

The New Growth Path (Department of Economic Development, 2010) was a bold, imaginative and effective strategy to create millions of new jobs South Africa needs. The strategy set out critical markers for employment creation and growth and identified where viable changes were required to be made in the structure as well as the character of production in order to generate a more inclusive and greener economy over the medium- to long-term perspective.

In the process of achieving the inclusive and greener economy, there are critical skills that the policy seeks to produce for the process to move smoothly. The policy highlighted that engineers and artisans are very critical in achieving that goal. SASSETA is currently implementing the learning interventions. These include, but are not limited to learnerships, internships and graduate placement opportunities available within workplaces. The involvements play a critical role in the supply of the above-mentioned skills in realising the goals and objectives of the NGP.

2.3.6 The Human Resource Development Strategy of South Africa (HRDS-SA)

The Human Resource Development Strategy for South Africa (HRDS-SA) is a macro-overarching strategy which seeks to locate education and training within the broader developmental agenda of the country. The strategy plays a critical role in shaping skills development for the economic sectors. It drives the alignment of various government programmes in addressing human capital and skills shortages and emphasises the need for a national 'scarce skills list' which is aligned to

South Africa's social and economic priority goals. SASSETA will continue to pursue and advance the objectives of the Human Resource Development Strategy (Republic of South Africa, 2001).

2.3.7 White Papers on Policing, Safety and Security

The White Paper on Safety and Security and the White Paper on Policing were approved by Cabinet in April 2016. These White Papers are aligned to the NDP and the Constitution of the Republic of South Africa (Act 108 of 1996).

(a) The White Paper on Safety and Security

The White Paper on Safety and Security (Civilian Secretariat for Police, 2015) is premised on an integrated and developmental approach to safety and crime and violence prevention, requiring broader and complimentary initiatives. It focuses on six themes, namely:

- i. An effective criminal justice system;
- ii. Early intervention to prevent crime and violence and promote safety;
- iii. Victim support;
- iv. Effective integrated service delivery for safety, security and violence and crime preventions;
- v. Safety through environmental design; and
- vi. Active public and community participation.
- vii. To give effect to the vision of the White Paper will require close cooperation of all sectors involved in addressing the fundamental causes of crime, both within and outside government.

(b) The White Paper on Policing

The implementation of the White Paper on Policing (Civilian Secretariat for Police, 2016) requires a comprehensive skills development plan across policing which would be informed by an internal audit that the police leadership will undertake, including:

- i. Competency audit of officer qualifications, knowledge, attitude and training against role and function to determine the skills needs analysis of each officer;
- ii. Specialised field audit to determine extra special skills and training of specialised officers, the relevance of the training for the job and the need for further training;
- iii. An institutional audit of the current state of training colleges and academies, of training and training staff and equipment; and
- iv. An audit of leadership and management including the number of managers, their functions, qualifications, experience, relevance and current performance ratings.

2.4 Key skills issues related to the safety and security sector

There are five key skills issues related to the safety and security sector. These include enhancing the capacity of training institutions, restructuring and revamping of the criminal justice system, professionalisation, technology, and technical and specialised skills. Cutting across all these areas, however; there is a need to ensure that the transformation agenda. As part of the overall strategy to transform the administration of justice, state institutions are adopting measures to enhance the professionalisation of the police, corrections, the judiciary, legal profession and the sheriffs' sector.

2.4.1 Enhancing the capacity of training institutions

Within the safety and security public and private sector, most of the key role players (except for the private legal sector) run their own training facilities, institutions or colleges which are responsible for providing basic training to their employees. SASSETA will work closely with these training institutions to enhance its capacity and advance the production of occupations in high demand in the sector.

2.4.2 Restructuring and revamp of the criminal justice system

There are key areas of training required within the criminal justice sector which will focus on enhancing and complimenting the revamp of the criminal justice system plan. The plan outlines a framework to establish a single, integrated, seamless and modern criminal justice system while also addressing critical issues of public trust and confidence.

The Department of Justice and Constitutional Development, for example, intends to provide all services at justice service points located at the various Courts and Master's Offices, and the expanded service provision will require trained officers. Therefore, six new courts are being constructed (including two new High Courts in Limpopo and Mpumalanga as well as Magistrates' Courts).

Access to information in the Office of the Master of the High Court and the maintenance courts will be improved. Management capacity as well as the financial and administrative systems of maintenance services will also be crucial in the rollout of the new improved criminal justice system. Skills training in basic policing, and some aspects relating to crimes against women and children are needed to improve core police functions. In order to increase the number of trial-ready dockets for prosecution of perpetrators, the SAPS also recognises the need to boost the skills of forensic scientists and detectives.

The skills gap in specialist areas such as ballistics, cybercrime detection skills, forensic skills and crime scene investigations must be addressed on an ongoing basis. A good skills base in these areas is pivotal for the successful investigation and prosecution of serious crimes. Equally of fundamental importance is the need to establish an integrated system containing all information relating to the justice system and to upgrade key components of the ICT infrastructure at national and regional offices as well as service points and courts.

The lack of interface of electronic information systems between the departments of Justice, Correctional Services, Police, Health and Social Development (DSD) is impacting negatively on court-based justice services. The prolonged duration of ICT system's integration problems, the role-players in the Justice, Criminal, Prevention and Security (JCPS) cluster also require capacity to manage technical project teams and large-scale technology infrastructure development. Rapid changes in technology impact on the sector in terms of effective service delivery, and its demand skills need to be upgraded to ensure the effective and efficient usage of technology in the sector.

2.4.3 Professionalisation of the sector

The NDP (National Planning Commission, 2012) has identified the need to professionalise agencies within the criminal justice sector as crucial step in fighting crime and corruption. Equally, the United Nations (2010) professional policing is guided by the Strategic Guidance Framework (SGF) for international police peacekeeping. The key instruments to achieve this goal include:

- Utilising consistent and harmonised approaches to provide public safety;

- Implement police reform in host countries; and
- Enabling the necessary specialised skills and competencies to meet peacekeeping demands and challenges (UN, 2014).

2.4.4 Technology

Rapid changes and advances in technology are driving a shift from manual to automated forms of security which include offsite monitoring and remote access control. In the face of high crime levels, large corporations demand access to the latest security technology and are willing to make substantial investments to prolong the longevity of the systems they install. Improved access control systems such as biometric (fingerprint) access or card identification need to be supported by advanced camera surveillance that can clearly identify people and objects under all conditions. These also need to be linked to company human resource databases and other systems.

Shortages of skills and lack of urgency in implementing measures to tackle cybercrime are still a challenge in South Africa. A large percentage of the incidents are not being reported to law enforcement agencies. Of the cases reported, an even smaller percentage actually reaches the courts, where successful prosecutions take place and information is made available to the public domain. Technological advancements and data protection laws are driving the need for specialist legal practitioners, IT technicians and professionals as well as the operational skills needed by all attorneys to ensure that they continue to meet their professional obligations to clients.

2.4.5 Technical and specialised skills

The safety and security sector is labour intensive and requires more technical as well as specialised skills to deliver its multi-faceted demands and mandate. The technical skills in the sector are in high demand and need to be addressed urgently. Infrastructure development and maintenance such as car repairs and building maintenance is a major issue that needs attention in five of our subsectors. Equally, there is a need for the development of specialisation within the criminal justice cluster, such as specialists in public order policing or in sexual offenses. This specialisation will require ongoing dedicated training initiatives to take place.

2.5 Conclusion

Globalisation has brought many changes in the world, and some of these are impacting on all the economic sectors in both positive and negative ways. The change drivers are normally classified as industry-specific, but policy imperatives are normally non-industry-specific, since all sectors are implied. The drivers of change that were discussed, whether industry or non-industry specific, impact the safety and security sector as they influence the skills base required for the sector and the way services are delivered.

The implication for national policies and strategies in the sector are very huge. Among the key objectives of the national development plan (NDP), for example, is to build communities where people are and feel safe. Therefore, it is important to develop a skilled workforce which would be able to respond rationally to needs and changes of work they are required to perform. The next chapter (Chapter 3) deliberates on the extent of skills demand *vis-a-vis* skills supply in the safety and security sector.

CHAPTER 3

OCCUPATIONAL SHORTAGES AND SKILLS GAP

3.1 Introduction

The subject of scarce skills is hotly debated in the policy arena and media, and the extent of the scarce skills problem facing South Africa is enormous. The global competitiveness survey states one of the most serious constraints facing business in South Africa.

According to Powell and Reddy (2014), the scarcity of skills is a constraint on business operations and as such impacts negatively. This chapter will discuss the occupational shortages, skills gaps and priorities as well as occupational demand, extent and nature of supply in the safety and security sector.

3.2 Hard-to-fill vacancies and skills gap

The skills development issue in South Africa is pertinent both at the demand and supply level. Generating employment is definitely a challenge given the enormity of population entering workforce each year. From the supply side, the issue is primarily related to employability of the workforce due to varying reasons ranging from poor education, lack of training facilities, inadequate skilling, quality issues leading to mismatch of skill requirements, and poor perception of vocational education vis-à-vis university education.

These have inadvertently created skill shortages and also contributed to higher unemployment. The occupational make-up and mix in the sector shows the importance of cross-economic-sectoral occupations, including concentrations in the medical services professionals, information technology, engineers, chemists, psychologists, vocational counsellors, social workers, finance and related professionals, logistical support and related professionals, language practitioners, interpreters, and other communication disciplines, automotive and technical related professionals.

The magnitude of the vacancy rate and hard-to-fill occupations cannot be effectively gauged statistically. Notwithstanding, the sector does experience some difficulties in filling occupations such as forensics, investigators, detectives as well as medical services.

The importance of skills across the whole occupational spectrum is increasing, and occupations which require higher skill levels are growing faster than those which require lower skill levels. The need for sector-specific technical skills is growing in tandem with the increasing need for more transferable, generic skills (or upskilling, or re-skilling the workforce).

3.2.1 Occupations with 'Hard-to-Fill-Vacancies'

The shortages of skills in particular the manager, professional, technical and associated professionals, and trade worker's occupational groups are evident from the scarce skills presented below. Apart from skills shortages, there are other skills needed in a number of cross-cutting general skills (i.e. critical / 'top-up' and specialised skills). Some of the technical skills are being addressed through government training institutions such as investigation skills, detectives, and forensic investigations and policing.

Table 3-1 shows some of the hard to fill vacancies and vacancy rates in the sector in those specific occupations. The skills gap and hard to fill vacancies, although conceptually different phenomena, have similar implications for organisations. Ultimately, both impact detrimentally upon corporate performance or service delivery, and training is an appropriate policy option. MacKay and Jones (1989), argues that that given the dynamism within the labour market, and irrespective of the macro economic conditions prevailing, most establishments have vacancies at any one point in time as individuals quit voluntarily.

Table 3-1: Hard to fill vacancies in Corrections and Defence

Essential Occupation	Vacancy rate
Medical Practitioners	8,5%
Professional Nurse	16,5%
Psychologists and Vocational Counselors	16,8%
Social workers and related Professionals	9,9%
Educationist	15,3%
Custodian and Security Personnel	6,6%
Engineer	43,5%
Airspace Controller	3,5%
Aircrew	23,7%
Anti-Aircraft	8,3%
Artillery	2,11%
Combat Navy	10,4%

Source: Corrections and Defence Annual Reports, 2018

However, some vacancies may be deemed 'hard to fill', reflected for example in the length of time that lapsed, while vacancies remained unfilled.

Nonetheless, data from the 2018 Workplace interviews uncovered a different picture where the Hard-To-Fill-Vacancies are concerned as represented in Table 3-2.

The fourth industrial revolution and ever changing nature of work suggests a strong increase in the need for upskilling/reskilling as well as generic skills.

As a result, the demand for most generic skills is expected to intensify and will be driven by national strategies and plans such implementation of the NDP, Criminal Justice Cluster revamp, transformation and professionalisation, etc. The technical skills in the sector are in high demand and are being prioritised

Table 3-2: Hard-To-Fill-Vacancies per Occupation

No	Occupation	OFO Code	Reason(s)
1	Security Guard	2017-5414	- Lack of skills and experience - Criminal records
2	Counselling psychologist	2017-263407	- Lack of skills and experience
3	Plumbers	2017-642601	- Lack of experience
4	Artisans Aide Building Trade	2017-831301	- Lack of experience
5	Human Resource	2017-441601	- Lack of experience
6	Labour Relations	2017-441604	- Lack of experience
7	Technicians (Alarms Installations)	2017-311401	- Lack of skills and expertise
8	Facilitator	2017-235101	- It's not easy to find the right candidates
9	Attorney	2017-261101	- It is difficult to find qualified people with skills to the job

Table 3-2 illustrates the nine Hard-To-Fill-Vacancies per occupations in the sector. The three main reasons for these occupations to be regarded as hard-to-fill include inadequate or lack of knowledge and skills, qualifications, and experience.

3.2.2 Skills Gap

There is a high turnover of the workforce in the sector especially in governments departments and private security subsector. This results in a need for constant training particular at an entry level, such general security officer in the private security space and at constable level in the SAPS. Nonetheless, there is also a constant requirement to upskill the top echelons of public sector organisations in the sector with leadership and management skills. Specialized units in the police and the criminal justice at large also require attention in terms of upskilling.

The demand for generic skills is expected to intensify and will be driven by national strategies and plans such implementation of the NDP, Criminal Justice Cluster revamp, transformation and professionalization, etc. The technical skills in the sector are in high demand and needs to be addressed. Table 3-3 shows the major skills gap in the Safety and Security sector based on the 2019 WSP data.

Table 3-3: Skills gaps

Specialisation	NQF	Intervention
Alarms and Surveillance Monitoring	4	Alarms, Security or Surveillance Monitor (Learnership)
-	6	Certificate cybercrime investigation
Bookkeeping	5	Apply accounting skills in an attorney's books of account (Skills Programme). This is a unit standard under National Certificate: Attorneys Practice.
Forensic/Health Care/Clinical Social Worker	5	Certificate Forensic Examinations
	6	Higher Cert in Forensic Examinations
	7	Diploma: Criminal Justice & Forensic Auditing
	8	Diploma: Forensic Nursing Forensic Investigations Bachelor of Art in Forensic Science & Technology
Locksmith (Key Cutter)	4	Learnership
Automotive Mechanic	6	
Front Desk Support Officer	5	
Human Resources Systems Administrator	5	
ICT Systems Coordinator	5	
Patrolman	5	
Financial Administration Officer	6	

Source: WSP data (2019)

On the other hand, Table 3-4 depicts skills gaps (top-up skills) per in terms of broad occupational categories as well as the three most common skills gaps per occupational category based on the data from the 2019 Workplace interviews conducted among employers in the sector.

Table 3-4: Skills Gaps per broad occupational category

Broad Occupational Levels	Occupation	Skills Gaps per Broad Occupational Levels
Senior Level (Managers and Professionals)	Security Services Manager	Leadership and management skills (including planning, project management and marketing skills)
	Technical ICT Support Services Manager	Communication skills
	Assessment Practitioner	Computer literacy
Mid-level (Technicians, Artisans, Clerical)	Word Processing Operator	Computer literacy
	Customs Officer	Communication skills
	Associate legal professional	Work ethic
Lower-level (Plant Operators and Elementary)	Electrical or Telecommunications Trades Assistant	Qualifications
	Electronic Equipment Mechanic	Skills (entry level)
	Weighbridge Operator	Basic computer literacy

Source: Workplace Interviews (2019)

Table 3-4 illustrates that employees in the senior occupational level in the safety and security industry require leadership and management skills, communication as well as computer literacy skills. Similarly, employees in mid-level occupational position are said to be in need of computer literacy and communication skills. It was also established that lower-level employees lack entry level qualifications as well as basic computer skills.

3.2.3 New and emerging occupations, and top up skills

New and emerging occupations in the safety and security sector include Cybercrime Specialist, Crime Analysts, Client Experience Experts, Private Investigators, Access Control Technicians and Psychologists. On the other hand, technical, management (and leadership), marketing skills, investigation skills and team building skills as said to be the new and emerging top up skills in the sector

3.3 Extent and the nature of skills supply in the sector

The role of education and training in human resources development for the labour market and, sustainable development cannot be overemphasised. Overall, jobs are becoming more skilled in all categories. Routine tasks are progressively being replaced by technology and therefore, it is expected than in the nearest future there will be a greater need for skills, such as independent problem-solving, planning, organisation and communication, even in basic occupations.

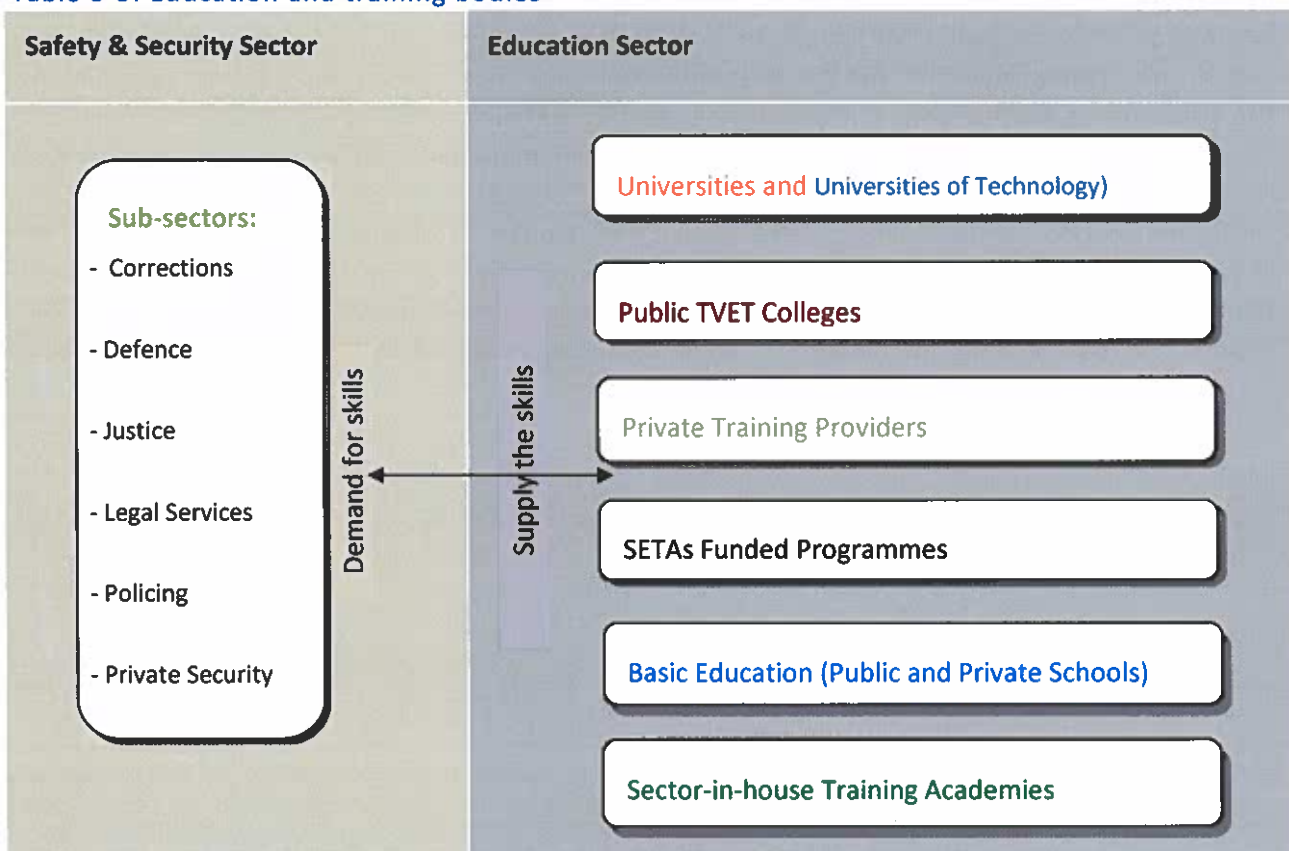
Arguably, skills can be broadly classified into specific skills, basic academic skills, and “soft” employability skills. Employers have come to recognise the value of the latter two types of skills and many employers believe they are more important than specific technical skills, thus it is important to make sure that education and training opportunities teach or re-enforce them.

A dynamic skill development process linking industry needs with training processes is very essential for enriching supply of labour. This section is by no means intended to address specific number of both transversal and core occupations needed in the sector, which are in the pipeline. Notwithstanding, the sector draws the skills from various education and training streams, as shown in Table 3-5.

These education and training streams includes Basic Education schools (public and private schools), traditional universities and universities of technology, TVET colleges, SETAs supported training programmes, public sector training institutes (e.g. School of Government) and private training providers. Sector in-house training colleges/academies also provide training and they are an important component of labour supply as they provide industry-related training.

These institutions are designed to deliver workplace-specific skills such as occupation-direct learning programmes, apprenticeship training, vocational education and training, as well as career and technical education. Nonetheless, there are gaps in the existing learning programme such as cybercrime and police oversight. However, universities are developing new courses to address these needs.

Table 3-5: Education and training bodies



Employers in the sector, both public and private, are involved in a range of training and development initiatives that focus on developing both the skills of their employees. Additionally, they focus on retraining to reduce skill mismatches between supply and demand whilst improving productivity. The combination of sector-in-house based training and general training institutions represents substantially greater capacity for skills development in the sector.

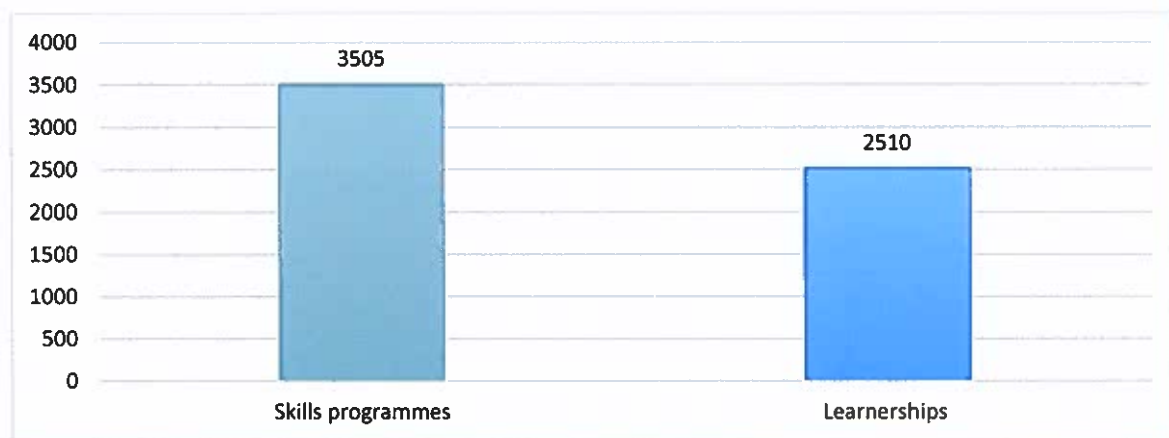
SASSETA conducted a research study titled: *Inspiring and enabling innovation in TVET colleges*. This study found that TVET colleges are not innovatively responding to the scarce and critical skill needs of industry and not familiar with the mandate and processes of SETAs, hence existence of a gap which hinders innovation. The study also established that perceptions and stigma attached to TVET colleges do not enhance innovation in this space and the colleges are inadequately funded and do not have the necessary infrastructure to incubate learner creativity in order to enable innovation (SASSETA, 2019b). It is therefore incumbent for government and relevant agencies as

well as industry to intensify their support to the TVET college sector in the interest of skills development in the country. SASSETA conducted an assessment of “learning conditions of candidate attorneys in private law firms during a transformation attempt”. In a nutshell, this study established that legal profession is grappling with transformational challenges. For instance, some specialities within the legal profession (such as conveyancing and notary services) are mostly white dominated, hence mostly white law continue to mentor white candidate attorneys. Second, the corporate world prefer to brief mostly white over black practitioners.

Furthermore, most of the “big” law firms are still relatively dominated by white males. In terms of learning conditions, these vary depending on the firm in which candidate attorneys are placed (SASSETA, 2019a). This implies that more work still needs to be done to make this initiative more effective in the interest of enhancing both skills development and transformation in the legal services subsector.

3.3.1 SASSETA supported learning programmes

Figure 3-1: Number of workers registered for SASSETA-supported learning programmes



Source: Department of Higher Education and Training (2019)

Figure 3-1 displays that the number of workers registered for SASSETA-supported learning programmes during the 2017/18 financial year was 6 015 of which 58.3% (3 500) registered for skills programmes, while and 41.7% (2 510) registered for learnerships (DHET, 2019: 59).

Figure 3-2: Number of unemployed persons registered for SASSETA-supported Learning programmes

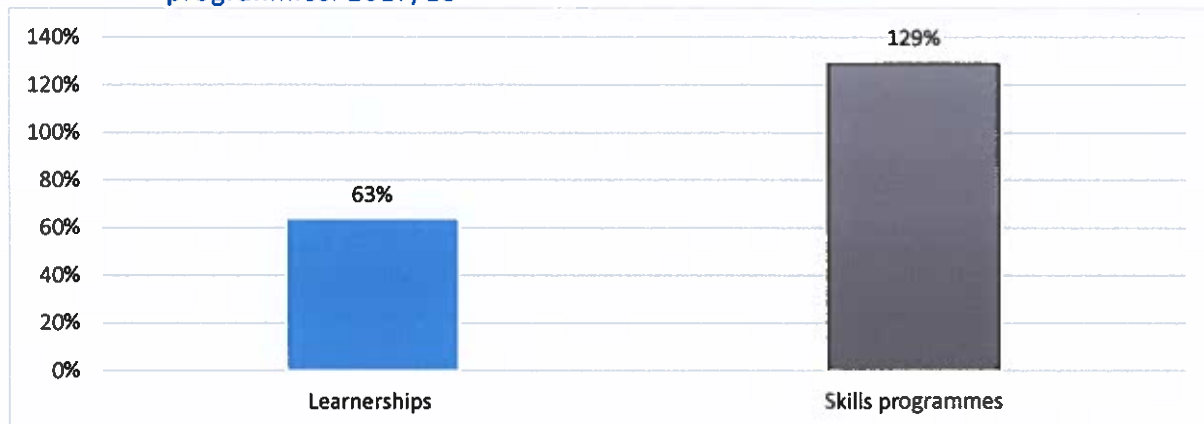


Source: Department of Higher Education and Training (2019)

Figure 3-2 shows that the total number of unemployed persons registered for SASSETA-supported learning programmes during the 2017/18 financial year was 5 097, of which just more than half of

unemployed persons (50.8% or 3 002) registered for learnerships while 49.1% (2 505) registered for skills programmes, while 7.4% (400) registered for internships. Figure 3-3 depicts SASSETA issued 1 005 (63%) certificated for learnerships and 2 550 (129%) for skills programmes.

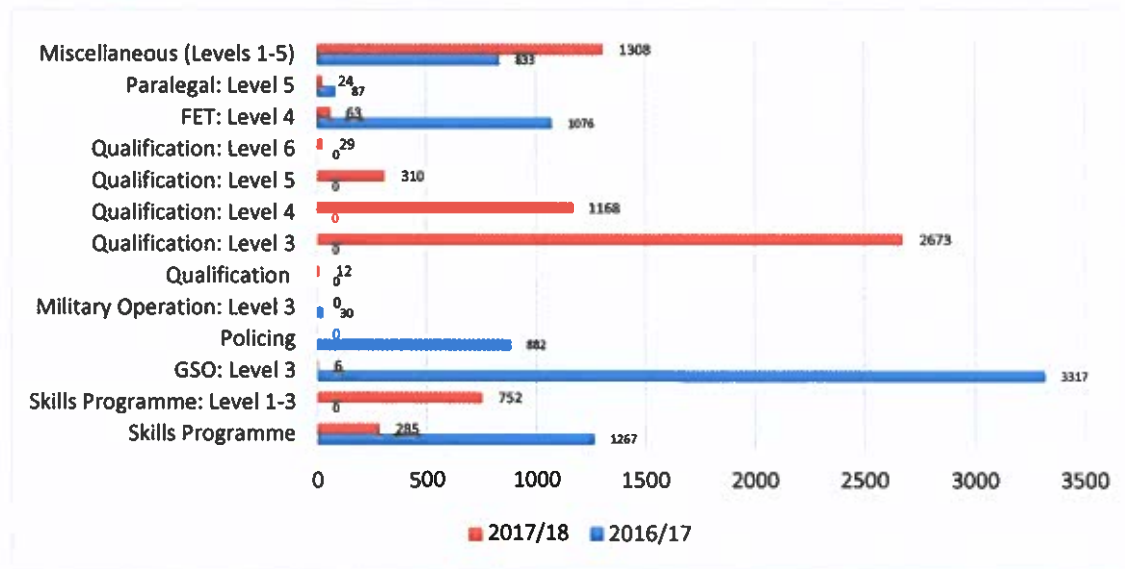
Figure: 3-3: Certificates issued to workers for SASSETA-supported learning programmes: 2017/18



Source: Department of Higher Education and Training (2019)

Figure 3-4 below displays certificates issued for the 2016/17 and 2017/18 financial years for various skill development interventions supported by the SETA. It also reveals that GOS: Level 3 constituted the majority (3 371) of certificates issued to learners in 2016/16, whereas most certificates issued 2017/18 were for Qualifications on NQF Level 3. On the other hand, Skills Programmes and Policing certificates featured prominently in 2016/17, meanwhile Qualifications on NQF Level 3 (2 673) and Miscellaneous Levels 1-5 (1 308) were also conspicuously prevalent.

Figure: 3-4: Learner Certificates Issued – 2016/17 and 2017/18

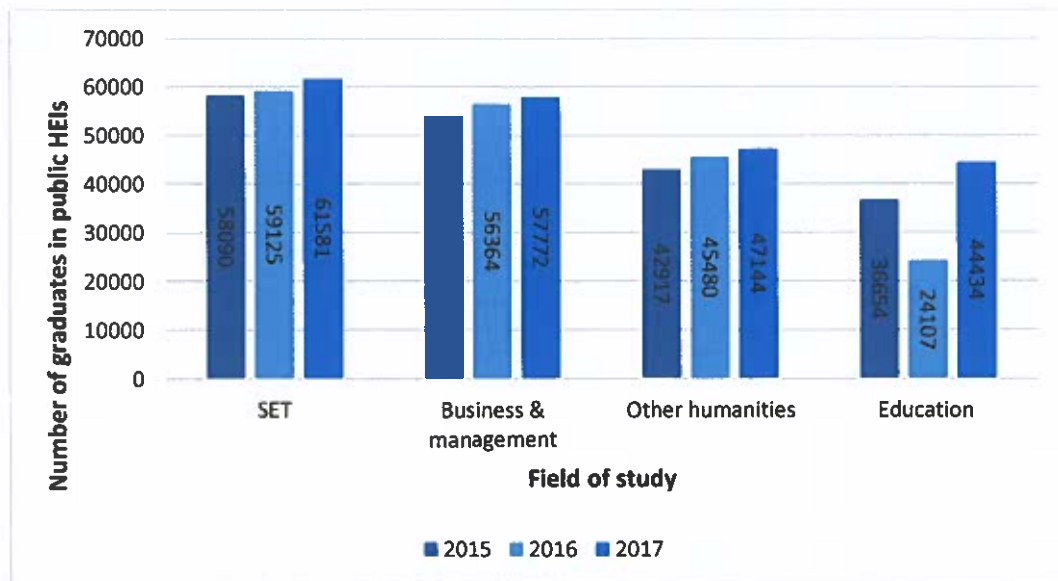


Source: ETQA Data (2017 and 2018)

Figure 3-5, shows the total number of graduates in public HEIs was 210 931, which reflects the highest number of graduates recorded for the period under review. The highest number of graduates were recorded in SET in 2017 (61 581 or 29.2%), followed by Business and Management (57 772 or 27.4%), other Humanities (47 144 or 22.4%), while Education recorded the lowest number of graduates (44 434 or 21.1%) in 2017.

There was an increase of 7 855 or 3.9% graduates in 2017 when compared with 2016, of which the highest increase was recorded for SET (2 456), followed by Education (2 327), other Humanities (1 664) and Business and Management (1 408) fields of study.

Figure 3-5 Graduates from public Higher Education Institutions



Source: Statistics on Post-School Education and Training in South Africa (2017)

3.4 Sectoral Priority Occupations (PIVOTAL)

PIVOTAL is an acronym for Professional, Vocational, Technical and Academic Learning programmes leading to qualifications or part qualifications. PIVOTAL programmes are intended to address scarce and critical skills identified as priorities in the SSP.

3.4.1 Methodology utilised to determine the Sector Priority Occupations

The SASSETA’s Sector Priority Occupations (PIVOTAL) list is compiled by means of a mixed method approach. Our design draws on qualitative interviews with key stakeholders as well as analysis of quantitative data from primary and secondary sources. Furthermore, our research method was underpinned by interactions with key stakeholders in a form of one-on-one sessions and focus groups. The interactions with key stake is based on the assumptions that they possess deep knowledge, understandings and insights of skills development in respective subsectors or the sector in general.

SASSETA’s priority list of scarce skills was drawn up by utilising vacancy data from the 2018 WSP and the findings of the Workplace interviews. The SETA also utilised national skills list such as the Top 100 Occupations in High Demand produced by DHET, the SIP Strategic Infrastructure Plan (SIP) scare skills list and the Department of Home Affairs (DHA) list of scarce skills as sources of information. The methodology broadly entailed:

- **Analysis of WSP vacancy data:** To determine trends in vacant occupations (Hard-To-Fill-Vacancies), albeit this is very anecdotal given the fact that the data may not be very reliable. Nonetheless, this is the best available data that could be attributed to the Safety and Security sector and its subsectors. The analysis generally entailed filtering out Hard-To-Fill-Vacancies (HTFVs) relative to employment rates occupation, number of employers indicating HTFVs as represented across the 6 subsectors of SASSETA.

- **Analysis of scarce skills lists from DHET, Home Affairs and SIP:** These lists were used for the purpose of Triangulation of data from the WSP and Workplace interviews, especially for those pose that are applicable to the sector.
- **Assessment of demand for skills based on PIVOTAL Plans:** The extent of the demand was determined from what employers have indicated they require for the next financial year on the PIVOTAL Plan.
- **Identification of emerging skills:** These were identified by means of engagements with resource persons in the subsectors and findings of the Workplace interviews.
- **Determining PIVOTAL interventions:** These were determined by analysing the PIVOTAL Plan in terms of the type of intervention required (i.e. Apprenticeship, Learnership, Learning programme, etc.). The most prevalent Interventions against a specific OFO were regarded to be higher demand.
- **Determining the NQF level:** The PIVOTAL Plan was also used to establish the NQF Level.

Table 3-6 PIVOTAL List

OFO Code	Occupation (Scarce Skills)	Specialisation / Alternative Title	Intervention Planned by the SETA	Required number
2017-541401	Security Officer	Security Guard	Learnership (Bursary)	3 000
2017-222108	Registered Nurse (Medical)	Professional Nurse (Primary Health Care)	National Certificate / Diploma (Bursary)	946
2017-235101	Education or Training Advisor	Education or Training Advisor	Executive Management Development Programme	605
2017-541402	Alarms, Security or Surveillance Monitor	Alarms, Security or Surveillance Monitor	Firearm Competency Training	350
2017-226201	Hospital Pharmacist	Clinical Pharmacist & Health Service Pharmacist	Bursary (Degree)	82
2017-263403	Organisational Psychologist	Organisational Psychologist	Advanced Level Psychology /Degree/Bursary	91
2017-143904	Security Services Manager	Security Services Manager	Diploma/Degree (Bursary)	20
2017-311301	Electrical Engineering Technician	Electrical Engineering Technician	Degree (Bursary)	10
2017-351101	Computer Operator	Computer Operator	Diploma (Bursary)	100
2017-541201	Traffic Officer	Law Enforcement Officer	Learnership	100
2017-252901	Security Service Administrative Officer	Security Specialist	Diploma (Bursary)	15
2017-862918	Electronic Equipment Mechanic	Electronic Equipment Mechanic	Apprenticeship	120
2017-132404	Warehouse manager	Warehouse manager	Degree (Bursary)	200

2017-516501	Driving Instructor	Driving Instructor	Learnership	170
2017-121908	Quality Systems Manager	Quality Systems Manager	SABS Training	160
2017-421401	Debt Collector	Debt Collector	Resolving conflict / conflict resolution	71
2017-351301	Computer Network Technician	Computer Network Technician	Diploma / Degree	51
2017-335501	Detective	Forensic Detective / Investigator	Aspirant Detective Programme	1200
2017-325705	Safety , Health, Environment and Quality (SHE & Q) Practitioner	Safety , Health, Environment and Quality (SHE & Q) Manager Radiation Protection Expert	National Certificate / Learnership (Bursary)	36 30
2017-341103	Paralegal	Paralegal	Learnerships	151
2017-261101	Attorney	Attorney	Degree (Bursary)	870
2017-261905	Notary	Notary	Notarial Practice Course and Notarial Examinations	5
2017-261901	Skills Development Facilitator	Skills Development Facilitator	ODETDP Course	6
2017-263101	Economist	Economist	Advanced analysisist and economist programme	8
2017-341107	Law Clerk	Legal Clerk	Bursary	155
2017-112101	Director (Enterprise / Organisation)	Managing Director (Enterprise / Organisation)	Bursary	130
2017-334201	Legal Secretary	Legal Practice Manager	Learnership	450
2017-132402	Logistics Manager	Dispatch Logistics Manager	Bursary	7
2017-121903	Physical Asset Manager	Contract Manager	Asset Management Training	10
2017-2611	Lawyer	Administrative Lawyer	Internship	600
2017-242403	Assessment Practitioner	Assessor	Bursary	68
2017-341104	Clerk of Court	Clerk of Court	Learnership	20
2017-134914	Correctional Services Manager	Correctional Services Manager	Learnership	9
2017-541501	Intelligence Operator	Police Intelligence Operators	Learnership	23
2017-121202	Business Training Manager	Training & Development Manager	Bursary	15
2017-341101	Conveyancer	Conveyancing Compliance Officer	Learnership	13
2017-331201	Credit or Loans Officer	Financial Accounting Plan Officer	Learnership	60
2017-341102	Legal Executive	Legal Executive	Learnership	6
2017-121905	Programme or Project Manager	Project Director	Learnership	3
2017-121908	Quality Systems Manager	Quality Systems Coordinator	Learnership	7

2017-541904	Armoured Car Escort	Armoured Car Escort	Learnership	34
2017-351301	Computer Network Technician	Network Support Technician	Learnership	51
2017-261104	Trade Mark Attorney	Trade Mark Advisor	Bursary	300
2017-343401	Chef	Executive Chef	Bursary	38
2017-515103	Commercial Housekeeper	Housekeeper (Not Private)	Commercial Housekeeping Training	40
2017-133103	Data Management Manager	Data Processing Manager	Learnership	7
2017-862918	Electrical or Telecommunications Trades Assistant	Artisan Aide Electrical	Apprenticeship	119
2017-241104	External Auditor	Forensic Auditor / Investigator	Internship	15
2017-242215	Fraud Examiner	Fraud Examiner	Bursary	5
2017-651302	Boiler Maker	Boilermaker-welder	Apprenticeship	11
2017-641201	Bricklayer	Chimney Repairman	Apprenticeship	20
2017-641501	Carpenter and Joiner	Panel Erector	Apprenticeship	17
2017-643302	Chimney Cleaner	Chimney Cleaner	Training	25
2017-263401	Clinical Psychologist	Forensic Psychologist	Bursary	3
2017-251901	Computers Quality Assurance Analyst	Software tester	Bursary	41
2017-341105	Court Bailiff	Court Collections Officer	Training	2
2017-335101	Customs Officer	Customs Investigator	Learnership	4
2017-671102	Electrical Installation Inspector	Electrical Inspector Construction	Learnership	91
2017-671301	Electrical Line Mechanic	Electrical Line Mechanic (Transmission)	Learnership	87
2017-215201	Electronics Engineer	Communications Engineer (Army)	Bursary	10
2017-226301	Environmental Health Officer	Licensed Premises Inspector	Bursary	20
2017-143901	Facilities Manager	Facilities Supervisor	Learnership	4
2017-862202	Handyperson	Handy Man	Training	8
2017-351302	Geographic Information Systems Technicians	Geographic Information Systems Analyst	Learnership	56
2017-251101	ICT Systems Analyst	ICT Systems Coordinator	Bursary	5
2017-672105	Instrument Mechanician	Instrument Mechanician (Industrial Instrumentation & Process Control)	Learnership	3
2017-652203	Locksmith	Safemaker	Learnership	10
2017-134702	Military Commander	Unit Commander (Combat Units Only)	Learnership	7
2017-643101	Painter	Painting Contractor	Learnership	12
2017-321301	Pharmacy Technician	Pharmacy Technician - Inactive	Bursary	41

2017-642601	Plumber	Sanitary Plumber	Learnership	11
2017-132109	Quality Systems Auditor	Quality Systems Auditor	Bursary	12
2017-341203	Social Auxiliary Worker	Life Skills Instructor	Bursary	1529
2017-252902	Technical ICT Support Services Manager	Technical ICT Support Services Manager	Learnership	8
2017-216402	Transport Analyst	Logistics Analyst	Bursary	6
2017-216604	Web Designer	Web Designer	Bursary	4
2017-718907	Weighbridge Operator	Licensed Weigher	Learnership	6
2017-732203	Driver	Advance/K53 security driver	Driving learnerships	204
2017-263507	Adoption Social Worker	Occupational social worker	Bursary	745
2017-6531	Motor Vehicle Mechanics and Repairers	Motor Vehicle Mechanics and Repairers	Learnership	76
2017-214401	Mechanical Engineer	Mechatronics Engineer	Bursary	14
2017-261106	Advocate	Advocate	Bursary	311
2017-134905	Judicial Court Manager	Judicial Court Manager	Learnership	12
2017-264301	Interpreter	Court Interpreter	Bursary	19
2017-341110	Associate legal professional	Legal Analyst Legal Officer	Bursary	54 49
2017-251203	Developer Programmer	ICT Programmer	Bursary	6
2017-331301	bookkeepers	Financial Administration Officer	Learnership	9
2017-315305	Pilot	Attack Helicopter Pilot	Bursary	3
2017-341106	Court Orderly/ Court Registry Officer	Court Officer	Learnership	4
2017-225101	Veterinarian	Veterinary Pathologist	Bursary	7
2017-213304	Earth and Soil Scientist	Soil Fertility Expert	Bursary	9
2017-252901	ICT Security Specialist	Database Security Expert	Bursary	400
2017-221207	Pathologist	Forensic Pathologist	Bursary	21
2017-311901	Forensic Technician (Biology, Toxicology)	Forensic Technician (Biology, Toxicology)	Bursary	19
-	Court Preparation Official	Court Preparation Official	Learnership	20
-	Court Preparation Manager	Court Preparation Manager	Learnership	9

Source: WSP data (2019)

Table 3-7: Top 10 PIVOTAL list

No	OFO Code	Occupation	Specialisation	NQF	Intervention
1	2017-541201	Traffic Officer	Law Enforcement Officer	5	Learnership
2	2017-252901	ICT Security Specialist			Bursary
3	2017-112101	Director (Enterprise/Organisation)		7	Bursary
4	*	Court Preparation Officer*			Learnership
5	2017-341103	Paralegal		6	National Certificate/ Learnership
6	2017-732203	Advanced/ K53 Security Driver		5	Learnership
7	2017-341110	Associate Legal Professional		6	Learnership
8	2017-261101	Attorney			Bursary
9	2017-355501	Detective	Forensic Detective/ Investigator		Learnership / Bursary
10	2017-252301	Computer Network and Systems Engineer		7	Bursary

Source: WSP data (2019)

*NB: The Court Preparation Officer does not currently have an OFO Code. The SETA is currently supporting the employer to finalise motivation for inclusion of this occupation.

The SETA will continue to implement skills development initiatives that purposefully aimed at addressing these areas in the sector as well as skills programmes that enhance education and increase access to occupationally directed programmes in needed areas and thereby expanding the availability of intermediate level of skills with a special focus. Table 3-7 displays a synopsis SASSETA’s interventions to address scarce skills and skills gaps in the sector during 2016 and 2017.

3.7 Conclusion

The skill development issue in South Africa is pertinent both at the demand and supply level. The South African labour market is characterized by significantly high levels of unemployment (26.6% during the first quarter of 2018) and spatially misaligned labour force. Generating employment is definitely a challenge given the enormity of population entering workforce each year.

From the supply side, the issue is primarily related to employability of the workforce due to varying reasons ranging from poor education, lack of training facilities, inadequate skilling, quality issues leading to mismatch of skill requirements, and poor perception of vocational skilling vis-à-vis formal education. These have inadvertently created skill shortages and also contributed to higher unemployment.

A responsive and demand-driven approach to human capital development informed by the national policies and strategies will be required in order to address the skills shortages in priority areas and improved flow of competent skills in the sector. Addressing the specific skills needs identified in the most appropriate and sustainable manner requires further engagement and strong partnerships and cooperation between employers, trade unions, professional associations, and various stakeholder groups within the safety and security sector.

CHAPTER 4

SETA PARTNERSHIPS

4.1 Introduction

Governments are enjoined to carry out the primary responsibility for education and training reform and policy design. However, the actual delivery of education and training can best be achieved through strategic partnerships between government, employers, trade unions, business organisations and various stakeholder groups in the formal and informal sectors of the economy. Besides, the *National Development Plan (2013)* emphasises the need to build partnerships in order to address issues of safety and security, especially in terms of promoting active citizenry as well as to better align skills demand and supply.

Similarly, the *White Paper on Post-School Education and Training* also calls for partnerships to strengthen linkages between the education sector and the labour market skills requirements. Partnerships with industry are, amongst others, aimed at addressing scarce and critical skills within the sector, thus aiding to accurately define relevant occupational qualifications as well as enhancements to the training curriculum bolster relevance.

Collaboration across the criminal justice system, intergovernmental sectors and civil society organisations is essential in the prevention of crime and the provision of community safety. It is thus essential to ensure that organisations within the sector have the necessary capacity to forge strategic partnerships. The emphasis on SETA's role as intermediaries in this regards is even greater in the changing policy landscape.

In line with the strategic shift evident in the Sector Skills Plan, SASSETA has been engaging with a range of stakeholders to promote more innovation and strategic partnerships in relation to the SETA's mandate and priority areas. Work in this front began in 2015/16 and it has been consolidated in 2016/17. This chapter presents an analysis of the SETA partnerships, both the existing and the proposed ones, and their scope.

4.2 Analysis of existing partnerships

4.2.1 Existing partnerships

Table 4-1 below present existing partnerships for the SETA. The table details the duration of the partnership as well as the objectives with the value of the particular partnership. The existing partnership includes the traditional training institutions (TVET colleges and University) and professional bodies that are within the space of safety and security.

It further shows that all SASSETA's partnerships are dominated by public TVET colleges. Most of these partnership add value in the work of the SETA and have proved successful. However, some of the partnerships experience challenges in relation to late submission of documents as well coordination of project implementation.

Table 4-1: Existing partnerships

Name of institution/ organization	Duration of the of the partnership (start & end dates)	Objectives of partnership	Value of partnership	Challenges experienced
Public Universities				
Ukwanda Learning Network / University of South Africa	11/02/2019 – 31/03/2020	<ul style="list-style-type: none"> ▪ Conducting research and evaluation (impact assessment) studies ▪ Access to libraries and completed research projects ▪ Joint development and implementation of skills development programmes ▪ Career guidance initiatives 	This partnership could have been beneficial to the SETA if fully implemented	The partnership experienced implementation challenges due to cost containment measures implemented when the SETA was placed under administration. Bureaucratic and long processes embedded in the procurement processes has remained a vital challenge in the implementation of the partnership.
Public TVET Colleges				
Majuba TVET College	01/02/2019 – 31/03/2020	<ul style="list-style-type: none"> ▪ Hosting SASSETA Satellite Office ▪ Graduate Placement (WIL) Education and Training. 	These partnerships increased SASSETA's reach beyond its Head Office footprint and enhanced service delivery	None thus far
EThekweni TVET College	01/02/2019 – 31/03/2020	<ul style="list-style-type: none"> ▪ Hosting SASSETA KZN Regional Office ▪ Graduate Placement (WIL) Education and Training. 		None thus far
Elangeni College	01/02/2019 – 31/03/2020	<ul style="list-style-type: none"> ▪ Hosting SASSETA Satellite Office ▪ Graduate Placement (WIL) Education and Training. 		None thus far
Gertsibande TVET College	01/02/2019 – 31/03/2020	<ul style="list-style-type: none"> ▪ Graduate Placement (WIL) Education and Training. 		None thus far

Umfolozu TVET college	14/01/2019 – 31/03/2020	<ul style="list-style-type: none"> ▪ Artisan Development for Unemployed 	None at the moment
East Cape Midlands TVET College	01/10/2019 – 28/02/2020	<ul style="list-style-type: none"> ▪ Support and Practical Training for TVET Graduates 	Late submission of document
Employers in the sector			
Fidelity Security Services	MOU based usually over 12-24 months	<ul style="list-style-type: none"> ▪ Learnership: Electronic Security Systems Installation ▪ Better co-operation between the SETA and Fidelity Security Services 	
Department of Correctional Services	01/02/2019 – 31/03/2020	Support and practical training for TVET Graduates	Late submission of document
South African National Defence Force (SANDF)/ Wits University	01/11/2018 – 31/03/2020	Improve the quality of security management in the SANDF	Lack of coordination in project implementations
Department of Justice and Constitutional Development	02/01/2019 – 31/03/2019	Support and practical training for TVET Graduates	Late submission of document

4.2.2 Challenges experienced with existing partnerships

The bureaucratic and long processes embedded in procurement hindered the implementation of some partnerships. Nonetheless, more work still need to be done to enhance conceptualisation, implementation and evaluation of partnerships in the organisation going forward. The next section outlines planned partnerships.

4.2.3 Successful partnerships – co-funding approach

SASSETA have since realised that there are significant spin-off in the adoption of the co-funding approach in the implementation of Learnership programmes with some employers in the sector. This approach was particularly supported by large private security companies, hence the SETA intends to continue with this partnership approach.

4.3 Planned partnerships

Table 4-2 outlines planned partnerships for the 2019/2020 financial year

Table 4-2: Planned partnerships

Name of institution/ partner organization	Gaps to be address by / Objectives the partnership
SETA-to-SETA partnerships: Health and Welfare Sector Education Training Authority (HWSETA) Local Government Sector Education Training Authority (LGSETA) Media, Information and Communication Technologies Sector Education and Training Authority (MICSETA) Public Service Education Training Authority (PSETA) Transport Education and Training Authority (TETA).	Jointly addressing common interest areas such as the cross-cutting skills needs in medical services, maritime, transport and transversal skills, graduate’s placement, information sharing, career guidance programmes, and collaborative research projects. Co-ordinated sector-to-sector skills development to maximize impact
Research and Policy Institutions: Institute of Security Studies (ISS)	Access to recent research on developments in the criminal justice cluster (especially relating the SAPS) Capacity building and strengthening credible skills planning and development in the sector
Professional Bodies/NGO’s Black Lawyers Associations (BLA) South African Judicial Institute Education (SAJIE) South African Women Lawyers Association (SAWLA).	Address transformation and enrich professionalisation of the sector. Collaborative and co-funding research projects, training and skills development, information sharing and career guidance
Technical Vocational Education and Training (TVET) Colleges	Continued delivery of learning programs (Paralegal and Safety in Society). Bolstering artisan development
Oversight bodies: IPID Civilian Secretariat for Police Service Provincial Departments of Community Safety and Liaison PSIRA.	Professionalize the sector Promote transformation
Civil society organisations: Community Policing and Safety Forums (CPFs) Community Safety Forums (CSFs) Community Patrollers, Business Against Crime South Africa (BACSA) South African Banking Risk Information Centre (SABRIC) Consumer Good Council of South Africa	promote active citizenry promote active citizenry targeted skills training in order to improve their efficacy
South African Banking Risk Information Centre (SABRIC) Consumer Good Council of South Africa	promote oversight and enforcement of by-laws.

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Table 4-2 illustrates partnerships that the SETA is planning to conclude during the 2019/2020 financial year. Collaboration is intended to cover a variety of stakeholder such as employers, academics institutions, research institutions as well as civil society organisations operating in the safety and security sector. These partnership will entail capacity building for staff members of the SETA and civil society organisations, conducting research and evaluation studies and co-funding of learning programmes, among others.

4.4 SETA partnership approach

Entering into a partnership is an attractive way to advance the strategic objective of the organisation and increase its reach beyond what would have been possible by going alone. For partnerships to work, both parties must be equally committed, and they must share compatible cultures and goals. Choosing the right type of partnership can be tricky and depends on what both, parties want to achieve from the relationship.

SASSETA develop its partnerships on the need that arise in response to a policy or to it strategic objective in order to full-fil it mandate. There are three basic partnership models, namely; equal general partnership, limited partnership and silent partnership. The most successful model that the SETA has been implementing is general equal partnership model as this model allows all the partners to have a common understanding of the goals of the partnership and play an equal strategic oversight on the implemented partnership.

4.5 Conclusion

Sector partnerships are vital to ensure that education of the employment pipeline is an interdependent continuum, rather than the three distinct intersections of enrolment, skills building and finding employment. It is our conviction that successful education and training initiatives often rely on input from or partnerships with employers and industry stakeholders in order to direct skills required by the industry and labour market in generally.

In absence of this type of collaboration, skills development interventions might be misdirected or retrained workers may find themselves without the skills needed by industry, skills that are required for long-lasting labour market success. It should be noted that SASSETA's primary goal for partnerships with multiple stakeholders is to facilitate the skills development in the sector. In order for these partnerships to produce the desired results, there is a need to constantly review their functionality partly by identifying current challenges and areas where cooperation can be further strengthened for enhanced results.

CHAPTER 5

SASSETA MONITORING AND EVALUATION

5.1 Introduction

Monitoring and evaluation (M&E) of activities equips organisations with better means for learning from past experience, improve service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders, including oversight and quality assurance bodies. Within the development community there is a strong focus on results (The World Bank, 2004) and the same could be said about SASSETA. This chapter focuses on sector skills planning reflections and the action plan of the SETA.

5.2 Sector skills planning reflections

5.2.1 SETA's approach to Monitoring and Evaluation

Monitoring and Evaluation of efforts of SASSETA are guided by the "Project Monitoring and Evaluation Framework" of the organisation. The framework is intended to enable the SETA to monitor and report on progress (or lack therefore) of all its planned targets. It also intends to assess the quality of the implementation and evaluate the impact of its investment in the safety and security sector.

The project monitoring and reporting entails monitoring the actual project performance in relation to the project plan or planned targets. This phase of monitoring also entails collecting data on key progress metrics such as risk, changes and dependencies and reporting on project status, costs and outputs to the project sponsor, project steering committee and other project stakeholders. The SETA's project monitoring and reporting system incorporates five (5) steps, namely; defining the goal(s) of a project, defining project indicators, developing monitoring tools, defining the reporting procedure, and creating the monitoring implementation plan.

5.2.2 Key role players

The key role players in the monitoring and evaluation process are the SASSETA Board, Executive Managers, and all the business units of the SETA. The organisation has also established a Monitoring and Evaluation Committee, whose primary responsibility is to oversee all the monitoring and evaluation activities of the SETA.

5.2.3 The significance of Monitoring and Evaluation data to support research and planning

The SETA use the M&E data to control the implementation of its projects and implement informed remedial action where necessary. The data is also being used during the planning when determining the strategic and budget performance in various components of the organisation. It further helps on reviewing our compliance framework and management system, procedures and operations. Through our M&E data on a continuous basis, we ensure that decision making support our goals and objectives and keep up with the pace of change.

It should be noted that the demands and constraints imposed by the management environment are a key determinant in what must be achieved and the capacity of the organisation to achieve it (i.e. Strategic Plan, Service Level Agreement and Annual Performance Plan). The M&E data keep us in checked all the time to ensure that our mandate and strategy are aligned.

5.2.4 The extent to which the SETA has addressed strategic priorities of the previous financial year

According to SASSETA's Annual Report for the 2017/18 financial year, organisational performance has improved as compared to the previous financial years. During the course of conducting monitoring activities, it was found that stakeholders are complying with projects' execution requirements of the SETA, hence there were no major findings. However, there are some new entrants that need support based on challenges identified (SASSETA Annual Report, 2018).

5.2.5 Strategic Priorities not achieved and reasons for the non-achievement

According to the 2018 update of the Sector Skills Plan, SASSETA sought to achieve the following five strategic priorities:

- i. Strengthening partnership with sector training institutions and academy,
- ii. Professionalisation and transformation of the sector in the sector,
- iii. Improve Information communication and technology (ICT) in the sector,
- iv. Enhance Technical and specialised skills in the sector, and
- v. Building active citizenry in the fight against crime.

The said strategic priorities could be regarded as work in progress and dependent on finalisation of strategic partnerships with specific organisations in the Safety and Security Sector and other relevant sectors. Moreover, STEA has taken a number of measures to support national strategies and plan as discussed in chapter 2, and chapter 4 in terms of strategic partnerships is seeking to advance; for example, signing MoUs with all government departments to address transformation and intensify professionalisation of the sector.

5.2.6 Impact assessment studies conducted by SASSETA

The Department of Higher Education and Training (DHET) directs SETAs to conduct impact and tracer studies. The SETA conducted three impact assessment studies during the 2018/19 financial year namely, the employability of learners who completed learnerships from 2014/2015 to 2016/2017 financial periods, and a tracer study on learner dropouts.

- i. The employability of learners who completed learnerships in 2014/2015 to 2016/2017

Learnerships and apprenticeships provide a useful case study to investigate the complexity and conditionality of the relationship between educational qualifications and the South African labour market. We analysed the sequence of successes and failures of specific groups distinguished along geographic lines in the processes of accessing training opportunities, completing skills programmes and entering the workplace. Such empirical analysis can contribute to informing national skills strategies.

This evaluation study found that majority of participants had agreed that their employers do not have capacity to host learners for workplace learning. This implies that the qualification criteria should be reviewed and/or tightened to ensure that only employers with the requisite capacity are considered. This might also need to be reflected in the Discretionary Grant Policy of the SETA.

- ii. Articulation of the SASSETA internship programme

SASSETA has been executing internship programmes for the past couple of years. Internships are designed and coordinated by all public sector departments for unemployed graduates. However, there was no evaluation conducted to assess the impact of this learning programme. Noting that

SASSETA is a skills development facilitator for the safety and security sector, it is incumbent for the organisation to lead by example in the implementation of learning programmes such as internships. It was envisaged that the findings of this evaluation study will enable the SETA to close gaps in the implementation of the internship programme through development of policies and guidelines on the articulation of this programme.

This evaluation study revealed a number of challenges, e.g. the Internship Programme was not adequately aligned to the strategic human resource needs of the departments in the sector. This implies that the SETA should bolster collaboration with participating employers in the sector to address the identified limitations.

iii. Tracer study on learner dropouts

The aim of this tracer study was to determine the impact made by the enrolment and completion of selected SASSETA Learnerships. The evaluation study utilised mixed research methods, that is, a combination of interviews and the survey of employers who were allocated discretionary grants to offer learnerships programmes to beneficiaries.

The study found that learner dropout could be attributed to a plethora of reasons such as lack of training materials and uniforms for learners and inadequate equipment to assist visually impaired learners. This implies that the SETA should intensify efforts to ensure that the situation is turned around during the planning phase of learnerships. Other recommendations of the evaluation study should also be incorporated in the planning documents of the SETA.

5.3 Plan of Action

5.3.1 Mechanisms to be employed to address priorities that were not achieved in the previous financial year

The Learning Programmes sub-programme embarked on an employer stakeholders' revival process geared to persuading employers to absorb agreed upon numbers of unemployed learners into available vacancies. This will also entail proactive forward planning of learner placements with employers into possible anticipated vacancies (SASSETA Annual Report, 2018).

5.3.2 Measures to be initiated to ensure achievement of current priorities

The SETA intends to intensify the operationalisation and monitoring of partnerships with employers, training providers, other SETA's and civil society organisations to ensure that current priorities are achieved.

5.4 Conclusion

The performance of the SETA for the past three years gives credence to our M&E framework. The M&E data had help us to sharpen our business processes through performance planning, activation, monitoring and evaluation. The SETA is concluding the plan of action that seek to address both external and internal management environment which impact on the execution and implementation of the activities associated with the strategy.

CHAPTER 6

STRATEGIC SKILLS PRIORITY ACTIONS

6.1 Introduction

A shortage of skills has long been a feature of South Africa's economic and social landscape. One of the principal causes of persistent skills shortages has been the effects of pre-1994 apartheid regime policies and structural shift that have occurred in the economy, from being a closed economy to becoming a more diversified and open-oriented economy. Advances in technology adoption and worker productivity have influenced some industries away from labour-intensive statuses, yet many remain. Similarly, the safety and security sector still remains a labour-intensive economic sector. This chapter presents findings of the previous chapters and skills priority actions for the safety and security sector.

6.2 Findings from the previous chapters

Chapter 1 outlines the profile of the safety and security sector. This chapter focuses on the scope of coverage, key role players, economic performance, employer profile and labour market. The safety and security sector in South Africa has two components, which is private and public entities. Public entities includes the government department that are in the security cluster, while the private sector subsumes the private security and legal services. Moreover, the sector also comprises oversight or regulatory bodies. The primary purpose of the oversight bodies is to ensure that the sub-sectors execute their mandate within the ambit of law.

Private Security companies (PSC) component of the sector has its greatest presence in Gauteng province (37.5%, where the prevalence of violent crime is highest. There is also a concentration in the scale and scope of PSC activities in the other two most commercially significant provinces in the country, i.e. KwaZulu-Natal (17%), and the Western Cape (11.6%). It could be argued the safety and security sector has an important role to play in improving South African economic and social performance. The country is not an island hence the ongoing economic crisis is a global phenomenon that affects regions and countries in different ways. As local economic growth remains subdued and fragile, labour market conditions are unlikely to improve significantly in the months ahead.

Since subsectors vary in size, shape and scope, there are also different skills development needs and challenges which have implications for specific skills development, and fit-purpose interventions relative to subsector context. It is also worth mentioning that the safety and security sector is grappling with issues of transformation, uneven and quality of data across all subsectors. The nature and impact of migration within and across the sector is not fully known, hence this is an area that needs further explored.

Chapter 2 provides an overview of the key skills change drivers in the safety and security sector. High crime levels, the growth of transnational organised crime, multiple national policies and national policy mandates shape planning as well as service provision in the public sector components of the sector.

The key findings in this chapter suggest that factors such as globalisation and technological advancements are changing the patterns of crime. These have an impact on safety and security in South Africa. Hence, role players in the criminal justice system and in the broader safety and

security sector are redefining their focus to address the changing face of crime and are re-aligning their objectives to serve national imperatives. The need to professionalise the sector as highlighted in the NDP is also influencing the way services are delivered, and the skills base required for the sector such as criminologists, detectives/investigators, and specialised skills i.e. medical services, linguistics, forensic services, investigation, cybercrime skills, management and leadership skills.

Chapter 3 highlights the extent and nature of demand and supply and identifies occupational shortages and skills gap for the sector. The extent of supply and demand is not explored comprehensively as not all information was available at the time of compiling the SSP. In this chapter, the key findings suggest that approximately 68% of the workforce in the sector belong to service and sales employees' occupational category.

The occupational makeup and mix in the sector shows the importance of cross-economic- sectoral occupations, including concentrations in the medical services professionals, information technology, engineers, chemists, psychologists and vocational counsellors, social workers, finance and related professionals, logistical support and related professionals, language practitioners, interpreters, and other communication, automotive and technical related professionals.

The nature and extent of skills supply in the sector is drawn from various education and training bodies such as schools, universities, universities of technology, TVET colleges, sector training institutions and academies, SETA-supported training programmes, private providers as well as training institutions within government departments in the sector. In addition, in many instances the safety and security sector draws its workforce straight from secondary school level, particularly in relation to entry-level positions such as Police Officers, Correctional Security Officers, Private Security Officers, etc.

Chapter 4 focuses on sector partnerships, both existing and planned. The chapter discussed the scope of these partnerships including, among other things; research, impact assessments, education and training, access to libraries and completed research work, qualification development, careers guidance information, graduate placement (or work integrated learning) and SASSETA employees training and development. There is also a role that partnerships could play to enhance active citizenry in the prevention of crime.

The chapter also outlined the types of partnerships that SASSETA seeks to develop going forward with research institutions, civil society organisations, institutions of higher learning, oversight bodies and sector in-house training institutions and academies.

Chapter 5, the SETA monitoring and evaluation, focused on sector skills planning reflections and SASSETA's plan action. The former touched on the monitoring and evaluation utilised by the SETA, application of M&E data to support research and planning, the extent to which the organisation addressed strategic priorities of the previous financial year, as well as priorities that were not achieved. Finally, the plan of action of the SETA dealt with mechanisms should be employed to address priorities that were not achieved in the previous financial year as well as measures that are going to be initiated to ensure that currently set priorities are achieved.

6.3 Sector strategic skills priority actions and recommendations

SASSETA has adopted a number of measures to support national strategies and plans as discussed in chapter 2 and chapter 4, in terms of strategic partnerships is seeking to advance; for example, signing Memorandums of Understanding (MoU's) with all government departments to address transformation and intensify professionalisation of the sector.

6.3.1 Strengthening partnership with sector training institutions and academies

Rationale: The safety and security sector has many in-house training institutions and academies that the SETA can build on as it advances its mandate. This priority area seeks to build and to strengthen partnerships with these in-house sector training institutions, both public and private, in order to bolster the supply of skills in the sector and to direct the training to the skills needed by industry.

In response to the NSDP outcome “greater inclusivity and collaboration across the system”. The SETA seeks ensure that sector needs are best taken care of. Partnerships could also empower SASSETA to address as well as aligning production of skills for the sector in collaboration with the labour market. Moreover, partnerships should focus on infrastructure development, capacity building of trainers, curriculum development and co-funding.

6.3.2 Professionalising and transforming the sector

Rationale: This priority area seeks to make sure that the SETA and stakeholders in the sector adhere to the transformation and professionalisation agenda, in line with transformation imperatives outlined in the NSDSIII. This policy document highlights the following key developmental transformation imperatives; race, class, gender, geography, age, disability and the HIV and Aids pandemic.

The SETA will ensure that resources are focused on addressing these challenges through the creation of skills development interventions that will provide a measurable impact towards transformation. The SETA will also position its strategies and programmes to advance skills development interventions that would make impact towards professionalisation across the sector. There is also a need to bolster integrity management, and improve leadership as well as management skills in the sector. This responds to the NSDP outcome of “advancing an equitable and integrated system”, as it emphasizes the commitment of the SASSETA towards transformation and redress.

6.3.3 Information communication and technology (ICT)

Rationale: Shortages of skills and lack of urgency in implementing measures to confront the scourge of cybercrime remain a challenge in South Africa. The fourth industrial revolution is characterised by a fusion of technologies that link physical, digital and biological spheres. Hence, the reluctance by the safety and security sector in embracing change through technology will result in higher number of criminal attacks. The SETA will position its strategies and programmes to advance skills development in ICT, in order to make an impact towards addressing the negative impacts of the fourth industrial revolution.

Moreover, the fourth industrial revolution will profoundly affect the nature of crime in South Africa, affecting both the probability and the nature of crime. Technological advancements and data protection laws drive the need for specialist ICT technicians and professionals, as well as the

operational ICT skills needed by all attorneys. The Criminal Justice Revamp plan will also drive particular ICT skills needs as well as skills required by operational personnel who will be required to make use of new ICT processes. Within the private security sector special skills will be driven by the environment where ICT is playing an increasingly central role in the provision of effective security services.

6.3.4 Technical and specialised skills

Rationale: The safety and security sector is a labour intensive sector and requires more technical and specialised skills to deliver on its multi-faceted demands and mandate. The NSDP emphasizes the need for focusing on a support system for learners, which will address technical and specialised skills within the sector. The SETA is planning to use Recognition of a Prior learning (RPL) to address some of these challenges but there is also a need to develop new approaches to specific specialised skills such as forensic, medical and cybercrime skills. It should be noted, however; that some critical and specialised skills such as detectives addressed through government institutions.

Also critical is the need to align our artisan programmes and skills to the demands of the sector including infrastructure development and maintenance, ICT maintenance and motor repairs. There is also a need for the development of specialisation within the criminal justice cluster, such as specialist in public order policing or specialist in sexual offenses. This specialisation will require the implementation of ongoing and dedicated training initiatives.

6.3.5 Building active citizenry

Rationale: The NDP emphasises the need to build an active citizenry as an important element of realising Vision 2030. A key component of the crime prevention model is aimed at changing the way communities react to crime and violence. Such a model involves Community Patrollers, Community Policing Forums as well as other volunteer programmes.

Facilitating meaningful citizen participation in crime prevention through enhancing skills development of these groups, particularly in relation to skills such as negotiation and mediation is required. Another skills need relates to supporting the DCS's programme aimed at reducing reoffending through rehabilitation and reintegration, inclusive of the provision of education and training to inmates. The skills needs are varied across vocational learning and general education.

6.3.6 Support for SMME's and Entrepreneurship

Rationale: The NDP emphasizes the need to reduce the regulatory burden on small businesses in order to improve the performance of the labour market. This will reduce tension and ease access to young people and unskilled employment seekers. In order to facilitate entrepreneurship, SASSETA has provided training to that has equipped them with entrepreneurship skills to start their own businesses.

SMMEs have been recognised as a key driver of economic growth, and more importantly, as a major source of employment. This emphasizes the NSDP outcome "greater inclusivity and collaborations across the system". Moreover, SASSETA has a huge number of employers that falls within the range of the SMMEs and a significant amount of the learning interventions are channels in uplifting this small medium enterprise in promoting entrepreneurship

6.4 National Skills Development Plan Outcomes

The SETA had positioned its strategic priorities within the parameters of the NDP, White Paper on Post-school Education and Training and the National Skills Development Plan. The NSDP outcomes will be main reference point in terms of our institutional mandate and performance.

The first strategic priority action addresses the first and second outcomes of the NSDP through strengthening the partnership with institutions that are on the supply side of the model (Strengthening partnership with sector training institutions and academy). These partnerships will play a substantial role in increasing the production of occupations that are in higher demand and linking education to work place within the safety and security cluster.

The second strategic priority actions peak to the transformation and professionalising of the sector. This strategic objective addresses the third outcome of the NSDP by improving the levels of skills in the workforce in the sector which opens access to higher positions.

The outcome four, five and six are dealt with the strategic priority action three and five as these strategic actions speak to the issues of the technical skills that are required in the sector. The SETA is currently supporting entrepreneurship and small medium enterprise in the sector as the significant number of the stakeholders falls within this range.

Finally, the outcome seven and eight are being dealt with the strategic priority action five which deals with building active citizenry. The SETA support a number of trade unions initiatives and training as well as career and vocational guidance.

6.5 Conclusion

South Africa's current skills development paradigm has lived through a number of lifecycles yet the shortage of skills is still visible and it can be witnessed by so many researches. The colossal rollout for skills development programmes in the sector remain extensive and important. The huge skills demand in the sector revolves around the *relative scarce skills* and *critical skills* propelled by the expansion of demand and the non-sector specific and sector specific change drivers.

From the skills supply perspective, the sector does not experience any challenges as the sector draws its workforce in various education and training bodies such as Sector Training Institutions & Professional Bodies, Universities, TVET colleges, and private providers. SASSETA has identified five sector priorities, which underpin the agenda of skills development in the sector. The SETA will deliberately implement the planned interventions to advance these sector priorities as well as monitor and evaluate to assess progress and impact.

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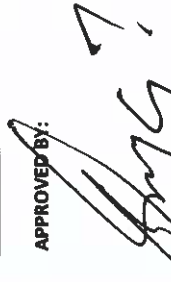
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SECTOR PRIORITY OCCUPATIONS (PIVOTAL) LIST 2019/20

No.	SETA NAME	PERIOD	OCCUPATION CODE (USED 2017 OFO CODES)	OCCUPATION USED 2019 PIVOTAL LIST	SPECIALISATION/ALTERNATIVE TITLE	INTERVENTION PLANNED BY SETA	NQF LEVEL	NQF ALIGNED Y/N	QUANTITY NEEDED	QUANTITY ENVISAGED TO BE SUPPORTED BY THE SETA
1	SASSETA	2019/20	2017-541201	Traffic Officer	Law Enforcement Officer	Learnership	6	Y	100	100
2	SASSETA	2019/20	2017-252901	ICT Security Specialist	Internet Security Architect / Engineer / Consultant	Bursary	7	Y	400	400
3	SASSETA	2019/20	2017-112101	Director (Enterprise/Organisation)	Managing Director (Enterprise / Organisation)	Bursary	7	Y	130	130
4	SASSETA	2019/20	*	Court Preparation Officer*		Learnership	6	Y	20	20
5	SASSETA	2019/20	2017-341103	Paralegal	Legal Assistant	National Certificate/Learnership	6	Y	151	151
6	SASSETA	2019/20	2017-732203	Advanced/K53 Security Driver	Security Driver	Learnership	5	Y	204	204
7	SASSETA	2019/20	2017-341110	Associate Legal Professional	state legal advisor/ Analyst	Learnership	6	Y	103	103
8	SASSETA	2019/20	2017-261101	Attorney	Lawyer (Civil / Property / Competition / Contracts / Conveyancing / Criminal)	Bursary	7	Y	870	870
9	SASSETA	2019/20	2017-355501	Detective	Forensic Detective/ Investigator	Learnership / Bursary	7	Y	1200	1200
10	SASSETA	2019/20	2017-252301	Computer Network and Systems Engineer	Computer Systems / Service Engineer	Bursary	7	Y	150	150

APPROVED BY:


Vukani Memela (Mr)
 A/Chief Executive Officer



Steve Conradie (Mr)
 A/Chairperson: SASSETA Board



**SASSETA SECTOR SKILLS PLAN:
Continuous Improvement Plan (CIP)**

2019/2020 – 2024/2025

2019 Update

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1. Introduction

The Safety and Security Sector Education and Training Authority (SASSETA) is one of the statutory bodies that have been re-established by the Minister of Higher Education and Training in terms of the Skills Development Act of 1998 to facilitate the skills development in the safety and security sector.

The re-alignment of the Sector Skills Plan (SSP) to address the needs of the safety and security environment within the scope of SASSETA and the National Development Plan is an important part of the turn-around plan for the SETA. This report present a compendium on the continuous improvement plan matters and the progress that has been made.

2. Continuous Improvement Plan (CIP) matters

The SETA sees the skills planning as a living process, subject to continuous review and update to ensure relevance, responsiveness of training and education to the social and economic development agenda. The ten continuous improvement plan matters are tabled and discussed in below, in Table 1.

Table 1: CIP Matters

No	CIP Matter	Current Status	Progress Report	Action Plan
1	Research Agenda and Strategy	<ul style="list-style-type: none"> Research Agenda has been developed and approved. Research Strategy has been developed and approved. 	<ul style="list-style-type: none"> ✓ Research Strategy informs and guide the implementation of our Research Agenda. ✓ Research Agenda is being implemented in line with research annual target(s). ✓ Ten research studies emanating from our Research Agenda have been completed and published in our website. 	Both the Strategy and the Research Agenda have been reviewed, earlier this FY, to ensure the alignment with the SETA landscape and emerging developments and skills issues in the sector.
2	Collaboration with Universities, TVET Colleges and other SETAs	<ul style="list-style-type: none"> During the review of the SSP, a number of collaborations and partnerships have been identified and these includes Universities, TVETs SETAs, Professional Bodies/NGOs, Community based organizations as well as sector training academies. 	<ul style="list-style-type: none"> ✓ In support of the skills development priorities identified in the SSP, a more targeted approach to partnerships have been proposed which includes Universities, TVETs, SETAs, Professional Bodies/NGOs, Community based organizations as well as sector training academies. ✓ SASSETA has established so far three regional offices, namely: <ul style="list-style-type: none"> - EThekwini TVET College regional office - Majuba TVET College regional office, and - uMgungundlovu TVET College satellite office ✓ The process of finalising a partnership with Wits University and other organisations in the Safety and Security sector is ongoing. 	<p>Research study on sector partnerships was conducted in 2017/18 FY.</p> <p>The findings of the study had informed the position of SASSETA partnerships and collaborations.</p>

3	<p>Improving Data Sources</p>	<ul style="list-style-type: none"> • The SETA has conducted national road shows which aimed at improving the quantity and quality of labour market information received by SASSETA in the form of workplace skills plans, annual training reports and PIVOTAL training reports, to inform skills planning. • The SETA has strengthened submission mechanism of WSPs/ATRs by adopting online submission system to improve the quality of data [or information] that comes from the annually submission of WSPs/ATRs. • Focus group with key informant stakeholders were conducted. The rationale for these focus groups, among other things; were to present sub-sector research studies and further validate the information and findings of the studies. 	<ul style="list-style-type: none"> ✓ National road shows were successfully conducted and completed in February - March 2019 ✓ Online submission has been implemented on the WSPs/ATRs submission, and the quality of WSPs/ATRs received or submitted has improved significantly. ✓ In 2015/16 financial year, SASSETA had conducted seven sub-sector research studies. ✓ Targeted stakeholder engagement and consultation with the Department of Defence and South African Police Service on the OFO code has been concluded. ✓ Three research studies were completed during 2018/2019 financial year, namely: <ul style="list-style-type: none"> - Inspiring and enabling innovation in TVET colleges; - Learning conditions in private law firm organisations during a transformation attempt; and - Analysis of the economic contribution of the Private Security and Legal Services. 	<p>In this financial year, the national roadshows are underway which aimed at improving the quality and quantity of Annexure 2 submissions.</p> <p>Focus group or targeted stakeholder engagement and consultation will be an ongoing process to enables us to craft a demand driven and evidence based skills development, and this will continue to be our priority for the 2017 - 2020 period.</p> <p>Sector Provincial Skills Forum are being explore. which aim at deepening the dialogue, creating a common vision and soliciting more inputs on the skills development agenda in the sector.</p> <p>In line with our Research Agenda, we would update sub-sector reports on labour market, and conduct new research studies accordingly.</p> <p>Other Sub-sector Skills Forum will be established through Chambers in this financial year.</p>
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4	<p>Organizing Framework for Occupations (OFO) and Sector PIVOTAL list</p>	<ul style="list-style-type: none"> • The scarce skills and the PIVOTAL list identified in the sector is mapped against the organizing Framework for Occupations (OFO). • Notwithstanding, the sector is still experiencing challenges in implementing and fully mapping some occupation against the OFO code in certain sub-sector(s) such Policing and Defence sub-sectors. 	<p>✓ In this financial year, SASSETA has initiated the OFO code mapping project for the sector. This initiative will assist and enhance in identifying, reporting and monitoring skills demand and supply in the sector.</p> <p>✓ The envisaged outcome for this initiative/project, among others; is to:</p> <ul style="list-style-type: none"> (i) Map the occupations in the sector against the OFO Codes , (ii) Capacitated the sub-sector SDFs on the workings of the OFO Code system, and (iii) Develop the employer guideline to OFO Codes in the safety and security sector. <p>✓ Business plan and terms of reference have been developed.</p> <p>✓ Project Steering Committee has been set up and working on the project plan.</p> <p>✓ The concrete outputs for this project are:</p> <ul style="list-style-type: none"> a) Research report on occupations and specialisations in the sector linked to OFO code (including registration and licensing requirements, qualifications available and learning pathways, etc.); b) Mapping guide on the OFO code for the safety and security sector, including sub-sectors; c) OFO training manual; d) Report on the proposed changes required that forms the basis for SASSETA submission to DHET; 	<p>The project on the OFO code mapping has been advertised.</p> <p>The envisage completion of the project 31st March 2020.</p>
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		<p>e) Conduct ten (10) support building workshops (or training session) for SASSETA core team and key stakeholders;</p> <p>f) Supporting communication on the OFO to the sector, e.g. Graphic brochures on OFO and posters.</p>	
<p>5</p> <p>Developing mechanisms for Skills Planning and LMIP</p>	<ul style="list-style-type: none"> The SETA sees the skills planning as a living process, subject to continuous review and update to ensure relevance. The SETA has set out a rigorous research agenda in order to continuously strengthen the information base for HRD planning and build capabilities that will enable credible planning as more pertinent data and information become available and reliable. The SETA has revived the national road shows as another tool to strengthen engagement with the captains of the industry and stakeholders in generally with the view to increase qualitative inputs in the skills planning for the sector. The SETA has strengthened submission mechanism of WSPs/ATRs by adopting online submission system to improved the quality of data [or information] that comes from the annually submission of WSPs/ATRs. The SETA continues to actively participate in the LMIP and its practical workshops and panel discussions emanating from various themes of the programmes. The SETA continues to actively participate in the peer review mechanism such as SETA Social Cluster as well as SSP capacity building championed by the DHET. 	<ul style="list-style-type: none"> ✓ Research agenda has been developed and ten research studies conducted and completed. ✓ The research studies (were) are aimed at assisting us to craft demand driven and evidence based skills development in the sector. ✓ SASSETA staff has continued with the LMIP capacity building programme as well as the other DHET SSP capacity building workshops in a bid to enhance our skills planning. ✓ Sub-sector Skills Forum, and ongoing engagements with key informant stakeholders in the sector sharpen our strategic focus in a bid to turn around production of skills in the sector and deliver an improved performance. ✓ Internal capacity has been harnessed, i.e. Research team and Planning team. ✓ There is a number of training session on the pipeline for the team on strategic plan and monitoring and evaluation. 	<p>Ongoing</p>

6	<p>Research Capacity in the system</p>	<ul style="list-style-type: none"> There is a research capacity in the system, however; the SETA acknowledge that the current research capacity is not sufficient to increase the output of research in the sector. 	<ul style="list-style-type: none"> ✓ The new resource structure for the organisation has been developed and approved including the research structure for the organisation. The research structure seek to address the research capacity in the organisation in order to increase the intensity of research in the sector. ✓ The recruitment process for the of Researcher has completed and the incumbent resumed duties on 01 March 2019. ✓ Furthermore, SASSETA will compliment the internal research capacity with external researchers /research partnerships in key areas. ✓ Research costed structure and job profiling has been completed. 	<p>Job profiling will be completed by the 30th June.</p> <p>Jo grading still need to be finalised.</p>
7	<p>Career advice system</p>	<ul style="list-style-type: none"> SASSETA has a career guidance in place, however; the career advice in under review. The rationale for this review is to align and modernized it as well as to ensure that our career advice service maximize impact and is more structured. 	<ul style="list-style-type: none"> ✓ The career advice committee has been set up to review the SETA career advice system and to make firm recommendation on the way forward on the possible and affordable career advice system for the SETA. 	<p>On going process</p>

8	<p>Alignment with Government Priorities</p>	<ul style="list-style-type: none"> • Much work has been done to align SASSETA with government priorities particularly in relation to the safety and security sector. • The importance of government priorities and plans and their skills implications are unpacked in Chapter 2 of the SSP and are evident throughout culminating Chapter 5 of Skills Priorities. 	<p>✓ The SSP, Strategic Plan and Annual Performance Plan have been aligned with Government Priorities.</p>	<p>SASSETA will continue to monitor the developments in the sector and in skills development landscape and align these strategic documents accordingly.</p>
9	<p>Role of Accounting Authority in the development of the SSP</p>	<ul style="list-style-type: none"> • Accounting Authority fully participate and further advise in the development of the sector skills plan. 	<p>✓ Accounting Authority fully participate and provide critical inputs and monitor the development of the sector skills plan. Accounting Authority were inducted in the New SSP Framework.</p>	<p>Ongoing process</p>
10	<p>Stakeholder engagement in preparation for the SSP</p>	<ul style="list-style-type: none"> • Stakeholder engagements are taking place to get more qualitative input in the course of development of the sector skills plan. 	<p>✓ Stakeholders consultations and engagement will continue to be a critical source of qualitative modeling and shaping the sector skills plan. All key stakeholders falls within the jurisdiction of the SETA are engaged during the course of the sector skills plan development.</p>	<p>Ongoing process</p>

3. Conclusion

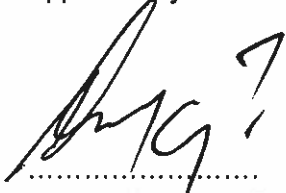
The SETA sees the skills planning as a living process, subject to continuous review and update to ensure relevance. The SETA has set out a rigorous research agenda in order to continuously strengthen the information base for HRD planning and introduced a number of initiatives which intends to address data quality and reliability. We have strengthen our stakeholder engagement and will continue to work on this area.

The emphasis will continue to be placed on the development of research capacity in the manner in which research and the SSP is undertaken. SASSETA staff continue to participate in the labour Market Intelligence Programme (LMIP) capacity building sessions.

SASSETA will compliment the internal research team with external researchers /research partnerships in key areas. Improving data sources will take place in a range of ways including improving the quality of SASSETA's mandatory grant information, a focus on understanding the occupations within the sector, accessing additional data sources such as HEMIS, mining SASSETA data and building up time-series data. In terms of the career guidance, the SETA still need to put more effort in order to ensure that it is properly aligned and do it more systematic.

Stakeholder engagement will be an important part of the SSP development process. It is recognised that there are still gaps within specific chapters that will be more adequately addressed moving forward as improving skills planning is seen as an ongoing process. The importance of solid research and skills planning is acknowledged and SASSETA is committed to continuous improvement in this regard.

Approved by:



.....
Vukani Memela (Mr)
CEO (Acting)

Date: 01 / 08/ 2019



Research Agenda

Safety and Security Sector Education and Training Authority

2019/20 - 2024/25

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List of Abbreviations

DHET	Department of Higher Education and Training
HEI	Higher Education Institution
NDP	National Development Plan
NSDP 2030	National Skills Development Plan 2030
OFO	Organising Framework for Occupations
SASSETA	Safety and Security Sector Education and Training Authority
SETA	Sector Education and Training Authority
SSP	Sector Skills Plan

1. Introduction

The Safety and Security Sector Education and Training Authority (SASSETA) is one of the statutory bodies that have been re-established by the Minister of Higher Education and Training to give effect to the Skills Development Act (Act No. 97 of 1998) as amended in order to enable its stakeholders to advance the national and global position of the safety and security sector.

2. Background

SASSETA's strategic plan outlines the following three strategic outcome-oriented goals:

- (i) Optimal functioning institutional mechanism for skills planning in the safety and security sector.
- (ii) Increased capable and skilled workforce in the sector, and
- (iii) Improved flow of competent skills in the sector.

SASSETA is committed to its mandate to be labour market intelligent centre for the sector and take any possible and viable measure to ensure that it has credible and well professionally researched sector skills plan and hence; be able to support relevant education and training interventions in the sector.

SASSETA is committed to the eight (8) outcomes of the National Skills Development Plan (NSDP) 2030 (DHET, 2019), which is:

- Outcome 1:** Identify and increase production of occupations in high demand,
- Outcome 2:** Linking education and the workplace,
- Outcome 3:** Improving the level of skills in the South African workforce,
- Outcome 4:** Increase access to occupationally directed programmes,
- Outcome 5:** Support the growth of the public college institutional type as a key provider of skills required for socio-economic development,
- Outcome 6:** Skills development support for entrepreneurship and cooperative development,
- Outcome 7:** Encourage and support worker initiated training, and
- Outcome 8:** Support career development services.

Central to the objective of the NSDP 2030 is to promote a skills development system that effectively responds to the skills needs of the labour market, particular to the needs of the safety and security sector. Research is one of the key pillars towards the advancement of the NSDP 2030 outcomes, objectives and commitments. Moreover, research will play a significant role in producing accurate and credible information which is essential for planning, implementation and evaluation of SASSETA's skills development initiatives.

The NSDP 2030 states that partnerships and collaboration with the higher education and research institutions, amongst others, will be central for evidence based understanding of skills demand and supply. The policy document further highlights that research and innovation are key components that will advance the outcomes of the NSDP. This will enable proper and credible skills planning and sustainability of skills training programmes that could contribute to supporting South Africa's socio-economic and development agenda.

On the other hand, the National Development Plan: Vision for 2030 (NPC, 2011) envisaged an effective, strengthened and integrated Criminal Justice System (CJS) to build safety to ensure that all people in South Africa are and feel safe.

In addition, the White Paper for Post-School Education and Training (DHET, 2013) further notes that research will be at a centre of building a focus and responsive post-schooling system. It also asserts that partnership with higher education institutions (HEI) and industry need to be established to support research on industry needs and skills planning. The Research Department will support skills priority actions as identified in the SSP as cross-cutting themes across research undertaken, which are:

- i.* Partnership with sector training institutions and academies
- ii.* Transformation and professionalisation of the sector
- iii.* Information communication and technology (ICT) skills
- iv.* Technical and specialised skills
- v.* Building an active citizenry

3. Purpose of research agenda

The purpose of this Research Agenda is to support sound skills planning in order to respond to the needs of the Safety and Security Sector. This Research Agenda sets out four research focus areas for the SETA for the period: 2019/20 to 2024/25. It has been developed to support and advance SASSETA's sector strategy and further inform our sub-sectors stakeholders about the SETA's research focus areas and priorities for the next five (5) years.

4. Research priorities

The Research Agenda comprises four focus areas. The themes/topics under each focus area are complementary and not exhaustive. The theme descriptors are meant to be indicative of the focus areas. In order to become operational, each theme/topic will require development of research proposals or terms of reference. The research priority areas for this Research Agenda are:

i) Sub-sector and labour market research: 2016/17-2019/2020 updates

Rationale: This priority area ensures that the sector needs are best taken care of and helps the SETA in terms of addressing and aligning the skills production of the sector with the labour market. It builds on the past knowledge of the subsector(s) reports which feeds to the sector skills plan annual updates: Sub-sector profile, key skills issues, and the extent of skills mismatch [identify skills shortages and critical skills for the sector].

Key themes/topic Sub-sector and labour market research: 2016/17- 2019/2020 Updates

- i. The Safety and Security Sector in the South African Labour Market context.
 - Sub-sector profiles.
 - Key skills issues
 - Extent of skills mismatch
 - Sub-sector partnerships, and
 - Skills priority actions
- ii. Transformation and professionalisation of the sector.
- iii. Improving education, innovation and training in the sector.

ii) Professionalisation and transformation of the sector

Rationale: This priority area includes studies that increased understanding of factors that impede [professionalisation and transformation] and provide the knowledge or understanding to progressively implement skills development interventions that would make impact towards transformation and professionalisation in the sector.

Key themes/topic on the professionalisation and transformation of the sector

- i. Mapping the existing core occupations and specialisation in the sector [within different sub-sectors] against OFO codes.
- ii. The role of the SETA in advancing transformation and professionalisation of the sector.
- iii. Exploring the changing nature of occupations within the sector.
- iv. The impact of the NSDP 2030 in the skills development landscape: Meta-analyses.
- v. The requirement of the National Development Plan (NDP) in the safety and security sector, and the skills required for successfully implementing the NDP and other key legislation in the sector.

iii) Evaluation (or impact) and tracer studies studies

Rationale: This priority area includes studies that seek to reflect and self critic on the efficacy and effectiveness as well as impact of our training interventions in advancing the SETA mandate, particular in professionalising and transforming the sector.

Key themes/topic on Evaluation and Impact Studies

- i. SASSETA supported learning interventions for unemployed: Tracking and tracing study.
- ii. Workbased learning.
- iii. Programmes aims at professionalising the trainers within the sector.
- iv. Tracer studies: Reasons for dropout from learnership programme or levels of absorption rate, etc.

5. Supporting and developing research capacity in the sector

Rationale: This priority area looks at supporting and developing research capacity in the sector to fill important gaps in knowledge and harness the existing knowledge in order to improve SASSETA's interventions and response in addressing skills development in the sector. Furthermore, the aim would be to increase the pool of researchers within the sector.

Key focus areas of supporting and developing research capacity in the sector

- i. Develop internal research capacity within SASSETA.
- ii. Support and develop research networks [i.e. reference group] in the sector.
- iii. Linking SASSETA post-graduate bursaries to research certain topics in the sector.
- iv. Building a research repository for the sector.
- v. Developing systems and processes to improve SASSETA information.

6. Research funding and procurement

▪ Funding

- i. The priority areas from this Research Agenda funded from SETA Budget.

▪ Delivery mechanism and procurement

- i. Some research studies in this Research Agenda will be conducted internal by the research unit in the SETA.
- ii. Other will be commissioned.
- iii. Where required, SASSETA's Supply Chain Management process will be followed.

7. Research working group)

The working group(s) (or Chambers) have been established which will input and monitor the implementation of Research Agenda. The working group will report quarterly on the progress against the Research Agenda.

8. Conclusion

The quality of education is pivotal for the production of human capital and this cannot be compromised by failing to refocus on the quality of education offered in learning centres or Higher Education Institution (HEI). SASSETA is committed to contribute to the social economic development and growth of the country by enabling education and training of the highest quality in the safety and security sector, to the benefit of employers, employees and learners. Furthermore, SASSETA is committed to ensure that the SSP is professionally researched and provides a sound analysis of the sector.

In addition, SASSETA is continuously seeking mechanisms for improving skills planning in order to be able to set up skills training interventions in the best possible way. The research agenda focuses on the following areas: NSDP outcomes, skills planning, efficiency, equity, transformation, career information, and reviews and evaluations. Research studies will be disseminated and published in a form of monograph papers.

9. References

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South Africa. (1998). Skills Development Act 97 of 1998. Pretoria. Government Printer.

10. Approval



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Date 31/07/2019
