

31 August 2020

Director General

Department of Higher Education and Training
123 Francis Baard

PRETORIA

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Dear Director General, Mr G Qonde

**SUBMISSION OF THE FINAL 2021/22 SECTOR SKILLS PLAN OF THE
SAFETY AND SECURITY SECTOR EDUCATION AND TRAINING AUTHORITY**

The final 2021/22 Sector Skills Plan (SSP) has been prepared by the Safety and Security Sector Education and Training Authority (SASSETA). This version of the SSP was compiled in accordance with the updated SSP Framework and Guidelines circulated by the Department of Higher Education and Training (DHET) in April 2019. The document was developed amidst the difficult period of the national lockdown to respond to the global pandemic that is COVID-19. Both internal and external stakeholders in safety and security sector were likewise not spared from the devastating effects of the pandemic despite the implementation of measure to mitigate the same.


That said, the principal aim of this SSP is to guide and inform skills development initiatives and programmes in the sector for the 2021/22 financial year. This document is the outcome of, not only an ongoing research process, but also of extensive stakeholder consultation and engagement with several stakeholders and experts in the sector. The current version of the SSP incorporates the 2020/21 WSP data as well as feedback from the Skills Branch of the DHET and the analysis report of out draft SPP submitted on 15 July 2020. Additionally, much work has been done to align the final SSP with the government priorities particularly as they relate to our sector.

This version is in line with the incremental Continuous Improvement Plan (CIP) that the SETA submitted to DHET. We, SASSETA wish to also note that we are 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 research team supported by both internal and external stakeholders is constantly working on mechanisms to address this data limitation 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) 2030 as well as the SSP Framework and Guidelines of the DHET. SASSETA's final 2021/22 SSP is here endorsed by the Accounting Authority.

Yours faithfully,


.....
Vukani Memela (Mr)
Acting Chief Executive Officer


.....
Mr Chris Mudau
Chairperson of the Board



SECTOR SKILLS PLAN

2021/2022 UPDATES

Final Draft (31 August 2020)

FOREWORD

According to the World Bank Global Economic Prospects shows that over the longer horizon, the deep recessions triggered by the COVID-19 pandemic are expected to leave lasting scars through lower investment, an erosion of human capital through lost work and schooling, and fragmentation of global trade and supply linkages.

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 draft of 2021/2022 updated Sector Skills Plan (SSP) to the Minister of Higher Education and Training, Science and Innovation in partial compliance with the requirements of the Skills Development Act 1998 as amended, the NSDP and SSP framework.



.....
Chris Mudau (Mr)

Chairperson: SASSETA Board

Date: 31 / 08 / 2020

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EXECUTIVE SUMMARY

In the face of COVID-19 unemployment, poverty and youth skills development remains a prominent global concern. Efforts to stop the spread of the novel coronavirus particularly the closure of nonessential businesses are having an unprecedented impact on the South African economy. In the first quarter of 2020, South Africa has recorded the highest number of unemployed people of up to 7.1 million.

The crisis of the COVID-19 highlights the need for urgent action to cushion the pandemic's health and economic consequences, protect vulnerable populations, and set the stage for a lasting recovery plan in the skills development space. The new urgency for remote teaching caused by the COVID-19 pandemic has created an opportunity for the country to adopt policies that focuses on channelling the resource in developing the infrastructure that can support the remote learning.

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 30.1 %. The unemployment rate is even higher among youths, at around 59%.

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 2019 - 2024 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:



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Vukani Memela (Mr)

Acting Chief Executive Officer

Date: 31 / 08 / 2020



.....
Chris Mudau (Mr)

Chairperson: SASSETA Board

Date: 31 / 08 / 2020

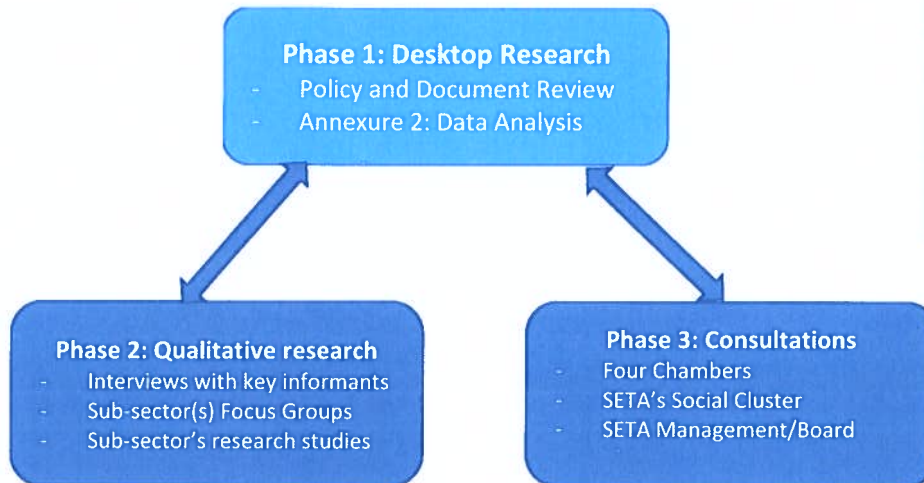
LIST OF ABBREVIATIONS AND ACRONYMS

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 draft 2021/2022 update of the 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, Cohen (1980) suggests that a quantitative approach is essentially about collecting numerical data to explain a 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 also consulted.

This was augmented by focus group discussions and interviews with key informants in the sector, as well as engagement with the SETA's chambers (subsector representatives). Additionally, Information was gathered from the four research studies completed during the 2019/20 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, the SETA is operating in a sector where access to information and records is very challenging. Therefore, the data is uneven and not the very latest as reflected in some of our subsector(s). The Skills Planning and Research department 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.

Furthermore, 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. Moreover, 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 2019/20 financial year.

Summary of the Research Studies conducted during 2019/20

Topic	Research methods and Data analysis	Objectives of study	Data collection tool	Sample size and scope	List of data sources and datasets	Date completed
1. Employability skills versus human development skills: dilemmas that Bachelor of Laws (LLB) graduates face in South Africa	<p>Qualitative methods</p> <p>Data analysis methods: Thematic and Narrative analysis</p>	<p>The study sought to Establish inadequacies of the LLB undergraduate degree; and</p> <p>Make recommendations to improve employability skills and human development and future research</p>	<p>Interview schedules and Focus group guides</p> <p>Pilot study: This was conducted among five respondents prior to conducting study to test the feasibility of the components of the study</p>	<p>A sample of 20 participants was drawn from LLB graduates (candidate attorneys), principal attorneys, as well officials at the Legal Practice Council of SA for the full-scale study</p>	<p>Websites, journal articles, government and academic research report</p>	<p>20 March 2020</p>
Key findings	<p>The following factors were uncovered as deterring LLB graduates to find employment:</p> <ul style="list-style-type: none"> • Lack of basic writing skills among LLB graduates; • The quality of the degree (i.e. the curriculum of the LLB degree was found to be inadequate], hence a need to revert to a postgraduate LLB degree to equip students with relevant legal skills required in the world of work; • Lack of access to Early Childhood Development (ECD) facilities and inadequate basic education system seem to impact negatively on the academic readiness of LLB graduates in the country. 					
2. Mapping the Organising Framework for Occupations (OFO) for the safety and security sector	<p>Mixed research methods</p> <p>Qualitative Data analysis methods: Thematic and Narrative analysis</p>	<p>This research project sought to expose employers in the sector about the OFO code and its related concepts, and to further empower them to map jobs to the OFO</p>	<p>Interview schedules and secondary data and Survey</p>	<p>20 participants were sample across the six (i.e. Corrections, Defense, Justice Policing, Private security) chambers of the safety and security sector</p> <p>Pilot study:</p>	<p>Websites, journal articles and job descriptions of selected employers in the sector</p>	<p>06 March 2020</p>

	<p>Qualitative Data analysis method: Cross Tabulation</p>	code in line with the 2019 Version of the OFO code.		This was conducted prior to conducting study to test the feasibility of the components of the study		
<p>Key findings</p> <ul style="list-style-type: none"> • The OFO code guide have been prepared • The study found that stakeholders are still struggling to comprehend the distinct between an occupation and a job (or a rank) especially the major public sector employers where issues of grading and seniority seem to be a major obstacle. • Some employers do not have job descriptions or job profile, hence the mapping become s a challenge. • Some employers have embraced the DHET's online OFO mapping tool. 						
<p>3. Skills survey for the safety and security sector</p>	<p>Mixed research methods</p> <p>Qualitative Data analysis methods: Thematic and Narrative analysis</p> <p>Qualitative Data analysis method: Cross Tabulation</p>	<p>The study sought to:</p> <p>Conduct a skill needs and gap analysis to confirm skills shortages as well as skills gaps in order to provide an evidence-based analysis about skills development requirements in the safety and security sector; and</p> <p>Determine the most employable skills training programmes and qualifications that can be offered by different training providers in the sector;</p>	<p>Interview schedules, Focus group guide and questionnaire</p>	<p>Survey of 300 employers in the sector; 20 semi-structured with beneficiary of SASSETA skills development interventions and focus groups discussion with 12 employer representatives in the sector</p> <p>Pilot study:</p> <p>This was conducted prior to conducting study to test the feasibility of the components of the study.</p>	<p>Websites, journal articles, government and academic research report</p>	<p>20 March 2020</p>
<p>Key findings</p> <p>The skill development issue in South Africa</p> <ul style="list-style-type: none"> • 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 and spatially misaligned labour force. • In order to create employment is a challenge given the enormity of population entering workforce annually. 						

	<ul style="list-style-type: none"> From the supply side, the issue is primarily related to employability of the workforce due to varying reasons ranging from sub-standard quality of education, lack of training facilities, inadequate skilling, quality issues leading to mismatch of skill requirements, and below standard perception of vocational skilling vis-à-vis formal education. A combination of these variables has inadvertently created skill shortages and thus contributed to higher unemployment. <p>Measures required to reverse the negative trajectory</p> <p>In order to reverse this trend</p> <ul style="list-style-type: none"> National policies and strategies must be implemented in order to address the skills shortages in priority areas and improved flow of competent skills in the sector. Identified skill needs should be addressed in the most appropriate and sustainable manner. This will, among others, requires further engagement and creation of meaningful partnerships and/or cooperation between employers, trade unions, professional associations, and various stakeholder groups within the safety and security sector. 					
<p>4. Updated demographic and economic data in the safety and security sector</p>	<p>Mixed research methods</p> <p>Qualitative Data analysis method:</p> <p>Thematic and analysis</p> <p>Qualitative Data analysis method:</p> <p>Cross Tabulation</p>	<p>This study sought to collect updated demographic and economic data about the Safety and Security Sector, and determining the economic contribution of various sub-sectors for the period 2014 to 2018</p>	<p>Interview schedule</p> <p>Survey questionnaire</p>	<p>Interviews with experts in the safety and security sector; and analysis of secondary data from Statistics SA and other agencies and a survey was conducted.</p>	<p>Websites, journal articles, government and academic research report</p>	<p>13 March 2020</p>
<p>Key findings</p>	<p>Growth drivers in the legal services subsector:</p> <ul style="list-style-type: none"> Activities within the legal services subsector are affected by the cross-cutting change drivers that influence the entire safety and security sector. For example, an increase in crime leads to an increase in litigation. <p>Data from the private security and legal services subsector:</p> <ul style="list-style-type: none"> The private security and legal services subsector fall under the business services sector. Annual, quarterly and regional statistics on labour and GDP by the Stats SA do not provide disaggregated data beyond sector level, thus the need for estimation where necessary. The business services sector comprises of 16 other components such as real estate activities, financial intermediation, photographic and advertising activities. Moreover, the business services sector contributed up to 20.3% of national GDP in 2013, and 20.1% in 2014 before picking up 20.2% in 2015. These activities decrease to 20% and 19.8% in 2016 					

	<p>and 2017 respectively. This is a general decline in percentage contribution with a difference of 0.5% between the target years (2013 – 2017).</p> <p>Number of employers in the sector</p> <ul style="list-style-type: none"> • According to the SASSETA 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). • In addition, the sector houses large private sector employers such as the SAPS (with over 200 000 employees), the SANDF (with over 70 000 employees as well the Department of Correctional Services (with over 40 000 employees). There are also relatively smaller public sector employers such as the RTMC, the Competitions Commission and the Office of the Chief Justice.
<p>Ensuring reliability and validity</p>	<p>For all the four studies conducted during 2019/20, researchers ensured the reliability and validity of the results/findings through:</p> <ul style="list-style-type: none"> • The creation of appropriate research designs, • The choice of appropriate research methods and samples, • The execution of the research studies carefully and consistently to avoid errors and/ or bias.

The table above depicts the research process and methods utilised in order to compile the 2021/22 update of SASSETA's Sector Skills Plan (SSP). The table outlines the research topics, the research design of the studies, objectives of the studies, data collection tool(s) utilised, sample size and scope of the study, list of data sources and data sets analyzed, data analysis method utilised and the completion dates of the study. The 2020/21 WSP data have also been incorporated in the final SSP. Moreover, the process of engaging with internal and external stakeholders have been concluded, this include incorporation of the comments from the DHET based on the draft SSP submitted on the 15 July 2020. Finally, the Skills Planning and Research Department of the SETA outlined measures employed to ensure validity and reliability of the research results/findings to mitigate against errors or bias during course if executing the research studies.

CHAPTER 1

SECTOR PROFILE

1.1 Introduction

The Safety and Security Sector Education and Training Authority (SASSETA) is mandated to facilitate skills development in the sector. This chapter is delineated into five sections, i.e. the scope of coverage, the key role-players, the economic performance, the employer profile and the labour market profile of the sector. The data sources used to inform the sections of this chapter comprise of a combination of primary and secondary data. These entail SASSETA SMS data, the National Treasury, the South African Labour Guide, the International Monetary Fund (IMF), websites of the regulatory and oversight bodies, Non-Profit Organisations (NPOs), as well as other civil society organisations in 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 Box 1 below.

Box 1: Applicable SIC Codes, and SASSETA Sub sectors and Constituencies

SIC Codes	Chamber	Constituencies
9110A	Policing	Independent Police Investigative Directorate (IPID), Provincial Secretariats for Safety and Security, Civilian Secretariat for Police Service (CSPS), and South African Police Service (SAPS)
91301 91302		Metropolitan Police Departments, Municipal Traffic Management / Law Enforcement. and Road Traffic Management Corporation (RMTC).
9110B		Department of Correctional Services (DCS), Private Correctional Services Providers (Kutama Sinthumule Correctional Centre and Mangaung Correctional Centre), Judicial Inspectorate for Correctional Services, Correctional Supervision and Parole Boards.
9110C	Justice	Department of Justice and Constitutional Development (DoJ & CD), National Prosecuting Authority (NPA), Special Investigations Unit (SIU), SIU Special Tribunal, and Office of the Chief Justice of South Africa.
9110D	Defence	The Department of Defence (DOD), South African National Defence Force (SANDF) (including SA Army, SA Air force, SA Military Health Service, and SA Navy).
91104	Intelligence Activities	State Security Agency (SSA) (including its branches (i.e. National Intelligence Agency (NIA), South African National Academy of Intelligence (SANAI), The National Communications Centre (NCC), Office for Interception Centres (OIC), Electronic Communications Security (Pty) Ltd (COMSEC), and
91105		The South African Secret Service (SASS).
88110	Legal Services	Law firms, Paralegal services, Sheriffs, South African Board of Sheriffs (SABS), and Legal Aid Services.
88920	Private Security and Investigation Activities	Private security companies, investigation, and polygraph services

Source: Government Gazette No. 42589, 2019

1.3 Key role players in the sector

This section provides a background of the key stakeholders 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 and public sector organisations. Private sector organisations fall mainly within three subsectors, that is, the Legal Services, and the Private Security and the Investigation Activities. 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 (SAPS), the Department of Defence (DOD), the Department of Correctional Services (DCS), the Department of Justice and Constitutional Development (DOJCD, 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 in 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 1-1 below depicts registered trade unions operating in the safety and security sector.

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

Name of trade Union	Chamber (subsector)
<ul style="list-style-type: none"> • KAWU - Kungwini Amalgamated Workers Union • SATAWU - South African Transport and Allied Workers Union • DETAWU - Democratised Transport Logistics and Allied Workers Union • NASUWU - National Security and Unqualified Worker's Union • AWU - Abanqobi Workers Union • SANSAWF - The African National Security and Allied Workers' Forum • PTAWU - Professional Transport & Allied Workers Union of South Africa • DUSWO - Democratic Union of Security Workers • AMCU - Association of Mineworkers and Construction Union • PSWTU Private Sector Workers Trade Union • PATU Progressive Allied & Travel Union of South Africa • SOCRAWU Security Officers Civil Rights and Allied Workers Union • NTM National Transport Movement • SAPSWU South Africa Private Security Workers' Union • SACSAAWU South African Cleaners, Security and Allied Workers' Union • UASA The Union • UPSWU United Private Sector Workers Union • NDCAWU National Democratic Change and Allied Workers Union • HOTELLICA Hotel, Liquor, Catering Commercial & Allied Workers Union 	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 1-1 shows that most 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

The regulatory and oversight bodies have a critical role to play in the safety security sector in South Africa. These organisations are presented in Table 1-2 according to the subsectors they oversee or regulate.

Table 1-2 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 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.
The South African Military Ombud	The South African Military Ombud is an independent institution that was established through the Military Ombud Act of 2012. The mandate of this body is to investigate and ensure that complaints against the SANDF are resolved in a fair, economical and expeditious manner. The Act mandates the Military Ombud to investigate complaints lodged in writing against the SANDF from current and former members of the Defence Force, regarding their conditions of service, as well as members of the public regarding the official conduct of a member of the Defence Force.
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. Its 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 (JCS)	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; • 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	Attorneys in South Africa are registered with the Legal Practice Council in terms of the Legal Practice Act 28 of 2014. Since March 1998 the Law Society of South Africa (LSSA) has represented the attorneys' profession by bringing together its six constituent members in a national, non-statutory body. The LSSA's predecessor was the Association of Law Societies of the Republic of South Africa, which existed from 1938 to 1998. The LSSA six constituent members were the Black Lawyers Association (BLA), the Cape Law Society, the KwaZulu-Natal Law Society, the Law Society of the Free State, the Law Society of the Northern Provinces and the National Association of Democratic Lawyers (Nadel).
National Bar Council of South Africa	The National Bar Council of South Africa (NBCSA) is a voluntary association and was formed to promote the following principles: Encouraging healthy competition between lawyers, including advocates and attorneys, which will translate into a better and more cost-effective service to the public; Assistance to previously disadvantaged individuals to enter the profession without having undue barriers of entry placed in their way; Campaigning for an accessible legal system; Provision of support to advocates; Belief in the freedom to practice
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	Under section 206(1) of the Constitution, 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

Liaison (Provincial Secretariats)	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.

Source: Regulatory and oversight bodies in the safety and security sector (2019)

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 1-3.

Table 1-3: 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
South African National Institute for Crime Prevention (NICRO)	Crime prevention, Diversion, Non-custodial sentencing, and Offender reintegration	Programmes and services to reintegrate offenders into society, Providing access to half-way houses, Rendering probation and parole programmes	Departments of Social Development and 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	Crime prevention	Research, advocacy and lobbying, and capacity building (Training)	Policing and Justice

Information Centre (SABRIC), Consumer Goods Council			
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)

Source: Websites of the NPOs and civil society organisations in the safety and security sector (2019)

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

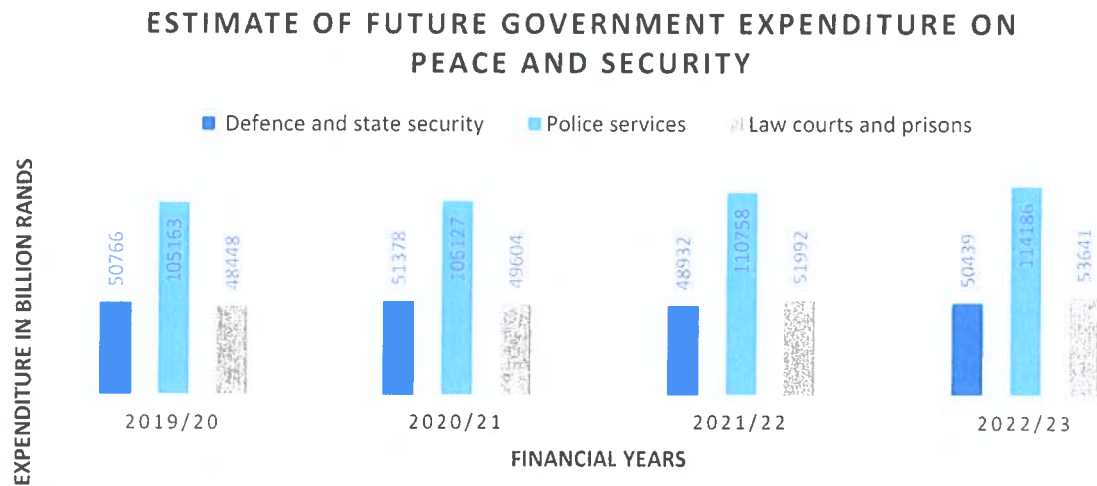
The global economic shutdowns in the face of Covid-19 has caused turmoil, both already in financial markets ahead of the measures and on institution in economies as many large and small corporates face severe weakening of balance sheets, with the economic effect likely already in the region of the recession of the global financial crisis just over a decade ago (Stats SA 2020).

As the Covid-19 pandemic escalates both globally and domestically, concerns about the ultimate impact on the South African economy are mounting. South Africa was already in recession when Covid-19 hit our shores, and Moody’s credit rating downgrade to sub-investment grade was likely even before the lockdown, due to South Africa’s stalled growth momentum, ballooning fiscal deficits and slow progress with essential structural reforms. Notably, Moody’s has retained a negative outlook on its new rating (Insert source/s here). According to the National Treasury (2020), the economic growth is estimated to grow by 0.9% and in 2021 and 2022 will see a rate of not more than 2% which is 1.3% and 1.6% respectively.

1.4.1 Government expenditure in the safety and security sector

The peace and security function aim to ensure the safety of the country, through an efficient and effective criminal justice system. Over the medium term, funds have been reprioritised from the South African Police Service – the largest component of this function – to other departments and entities within the function to implement the integrated criminal justice strategy, see figure 1-1. In addition, R985 million is reprioritised to the Directorate for Priority Crime Investigation to appoint additional investigators, primarily to address the backlog of corruption cases.

Figure 1-1 Estimate of future government expenditure on peace and security



Source: National Treasury, Budget Review (2020)

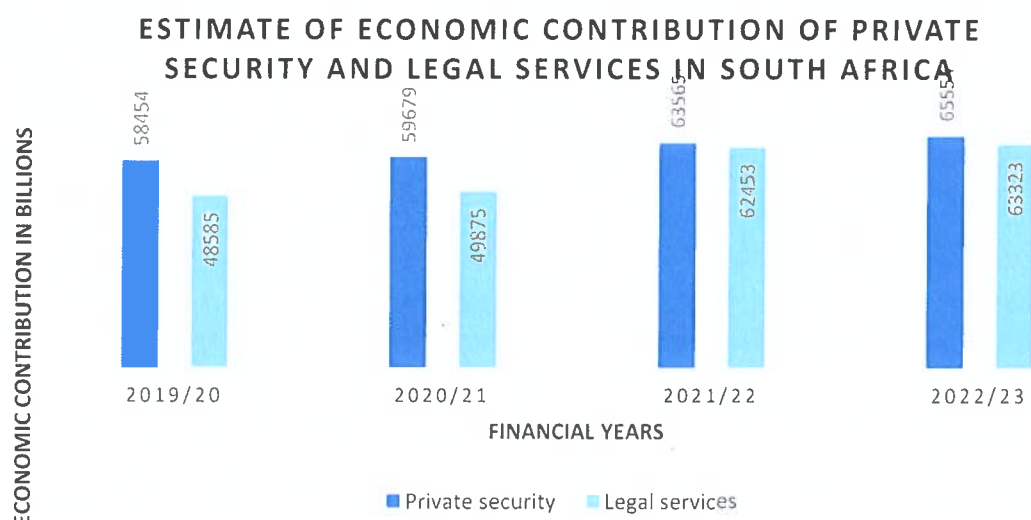
Figure 1.1 shows that there is a general increase on the budgeted amount for the Policing unit within the security cluster. The Defence and State Security shows a 6% decrease in 2021/22 financial year. However, for the current financial year (2020/21), the cluster will receive an extra R831 million in order to increase the services in safeguarding the country's borders. Furthermore, the Law court and prisons will receive R1.8 billion, mainly to enhance prosecution capacity of the National Prosecuting Authority (NPA), including the Sexual Offences and Community Affairs unit established to address gender-based violence and violence against children. These funds will also help to operationalise the Investigative Directorate, capacitate various anticorruption units and establish five additional specialised commercial crimes courts to ensure their presence in each province (insert the source/s here).

1.4.2 Private security and legal services

The private security industry in South Africa is among the largest in the world. It is now a more than R45 billion-a-year industry, and it is growing at a staggering rate. Most customers using private security services are businesses, but individual users are starting to invest more in security systems and the services that go along with them. The fact that the country's private security industry is growing is astonishing on its own. There has been an increase in the crime rate over the years, and private security is the solution customers are relying on more and more (insert the source/s here).

The legal services sub-sector in South Africa play a vital role in upholding the rule of law and promoting fair, democratic, and equitable functioning of the country. While somewhat exposed to South Africa's poor economy, the legal services sub-sector enjoys a stable increase in business as more companies are seeking compliance and advisory services in the face of new legislation and a shifting regulatory framework (Statistics South Africa 2019). According to the Statistics South Africa (2019), this industry contributes more than R40 billion annually.

Figure 1-2 Estimate of Economic contribution of private security and legal services in South Africa



Source: International Monetary Fund (2020)

Figure 1-2 shows a stable increase in the two economic sub-sectors (i.e. private security and legal services). The private security industry seems to be more resilient compared to the legal services sub-sector. However, if these values are interpreted in a per-capital model, the legal services contribute far more than the private security services (insert the source/s here).

1.5 Employer Profile

1.5.1 Number of employers in the sector

According to the 2020 SASSETA SMS data, there were 4 987 levy-paying organisations in the safety and security sector. The overwhelming majority of these were in two subsectors: Legal Services (2 980) and Private Security and Investigation Activities (1 992).

Table 1-4 Active Employers by subsector for 2019/20

Subsectors	Number of Levy Paying Organisations	Name of Government Department / Entity
Defence	1	Department of Defence
Corrections	4	Department of Correctional services
Justice	3	Department of Justice and Constitutional Development (Including NPA and The Office of the Chief Justice)
Legal Services	2980	N/A
Policing ()	7	RTMC, IPID, CSPS and SAPS, North West Department of Community Safety, Limpopo Department of Roads and Transport (Provincial Secretariat)
Private Security and Investigation Activities	1992	N/A
Total	4987	9

Source: SASSETA SMS DATA (2020)

According to Table 1-5, the Private Security and Investigation Activities, and the Legal Services sub-sectors have relatively more active employers in terms of levy contributions, which is 1992 and 2980 respectively. Subsectors that includes government department have not more than 10 organisations.

Over the period 2014/15 to 2020/21, the number of employers in the Legal Services subsector increased from 1 772 to the current 2 980. Meanwhile, the number of employers in the Private Security and Investigation Activities subsector has however remained relatively stable over the period (see Table 1-5 below).

Table 1-5: Levy paying organisations in the safety and security sector

Subsector	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Legal Services	1 772	1752	1688	2 058	2650	2950	2980
Private Security and Investigation Activities	991	960	971	1 292	1620	1892	1992

Source: SASSETA SMS data (2020)

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 1-6: Employers by organisation size per sub-sector

Subsector	Size of organisation		
	0-49	50-149	150+
Private security	193	112	235
Legal services	340	87	27
Policing	-	-	4
Corrections	-	-	4
Justice	-	-	3
Defence	-	-	1
Total	533	199	274

Source: SASSETA SMS data (2020)

The information presented in table 1-6 shows that the 0-49 category has the high number of employers, followed by the 150+ category, which is 533 and 274 respectively. The 0-49 category is mostly dominated by legal firms, while the 150+ category is dominated by private security companies. The 50-149 categories are mixed with private and public organisation, however, all government department falls in the 150+ group.

1.5.3 Provincial distribution of employers in the sector

The information present in Table 1-7 shows that most employers in the Safety and Security Sector are located in Gauteng Province, while the Northern Cape Province has the least number of employers.

Table 1-7: Geographic location of employers by province

Subsector	Gauteng	Western Cape	KwaZulu-Natal	Free State	North West	Limpopo	Northern Cape	Eastern Cape	Mpumalanga
Private security	260	72	73	9	6	35	2	24	16
Legal services	259	83	70	16	11	8	1	33	14
Policing	3								
Defence	1								
Corrections	1								
Justice	3								
Total	527	155	143	25	17	43	3	57	30

Source: SASSETA SMS data (2020)

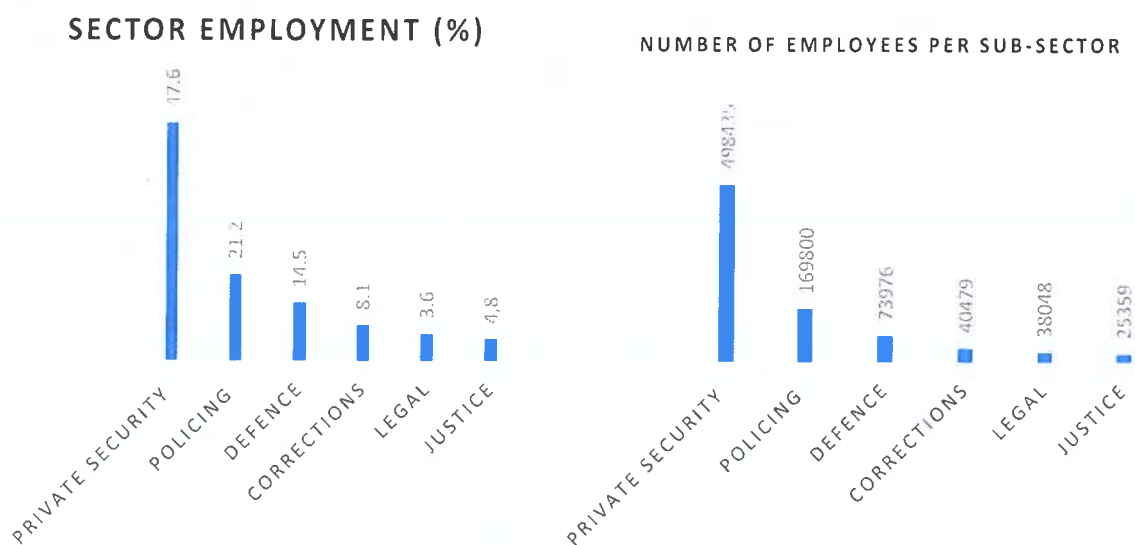
1.6 Labour Market Profile

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 1-3 below provides an overview of the total employment in the safety and security sector. The statistics shows that the sector employs 1 047 173 members. Private security contributes almost half the total employment (498 435), while the justice subsector has the smallest employment contribution (i.e. 25 369). The second largest contributor is the policing subsector with 170 820 employees.

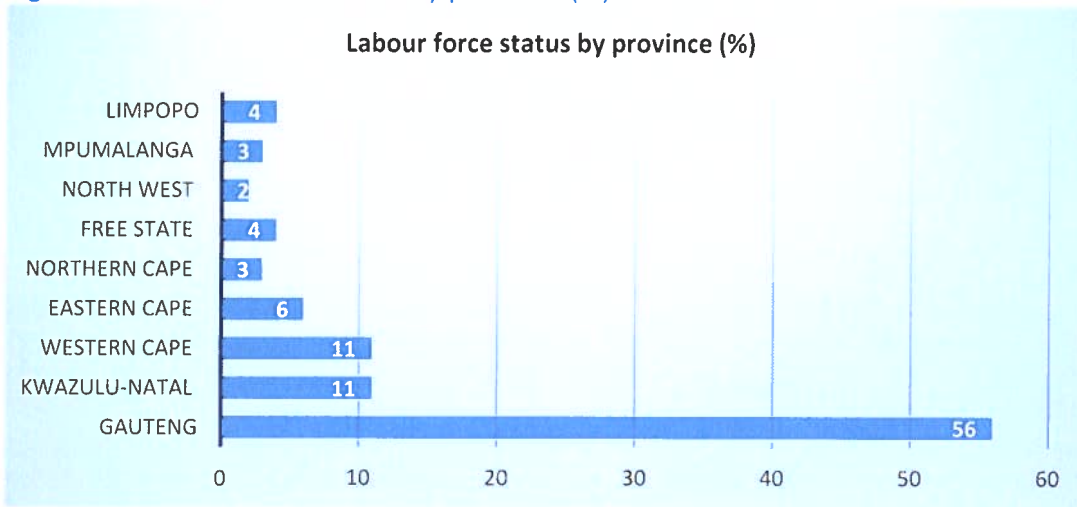
Figure 1-3: Total employment



Source: SASSETA SMS data (2020)

1.6.2 Employment by province

Figure 1-4: Labour force status by province (%)



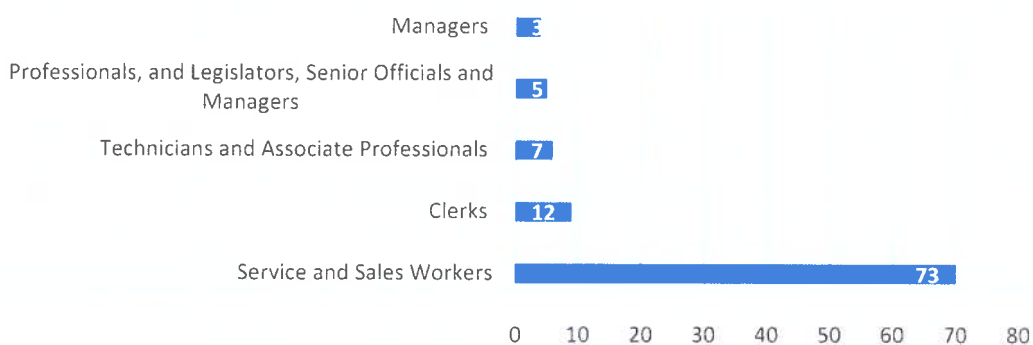
Source: SASSETA SMS data (2019)

Figure 1-4 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, and numerous civil society organisations as well as private sector companies have their head offices in the province.

1.6.3 Employment per occupational group

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

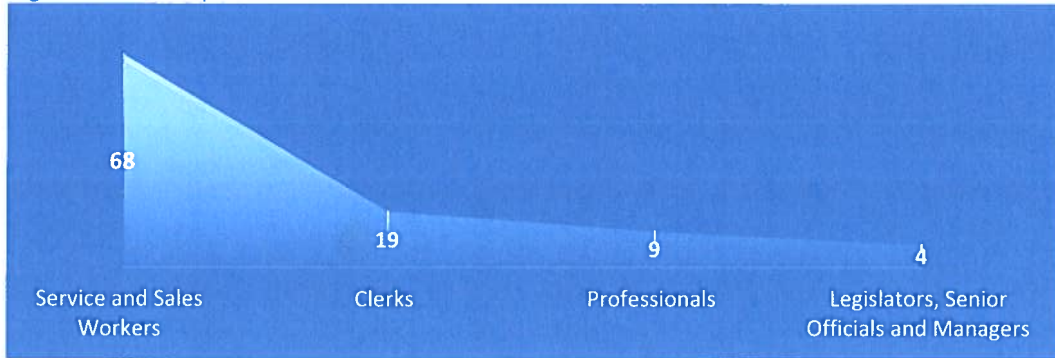
Figure 1-5: Occupational classification in the sector (%)



Source: SASSETA SMS data (2020)

Figure 1-5 shows that most employees in the sector are Service and Sales Workers (73%), with the remainder comprising Clerks (12%), Technicians and Associate Professionals (7%), Professionals, and Legislators, Senior Officials (5%) and Managers (3%). This overall picture is highly influenced by the large Private Security subsector, where 90% of employees are classified as Service and Sales Workers. Figure 1-6 depicts occupational classification in the Corrections subsector.

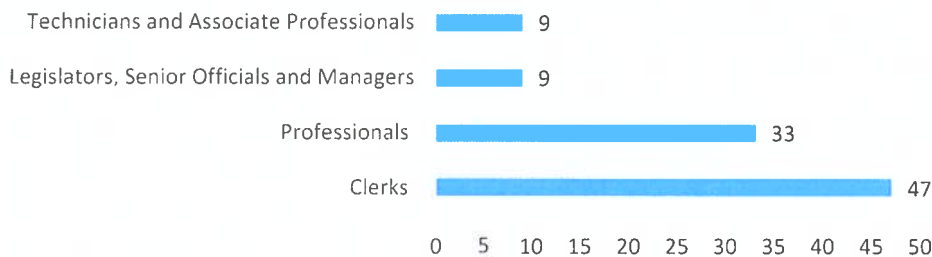
Figure 1-6: Occupational classification in the Corrections subsector



Source: SASSETA SMS data (2020)

Figure 1-6 illustrates that the Corrections subsector is dominated by Service and Sales Workers (68%) followed by Clerks (19%), while Professionals (9%) and Legislators, Senior Officials and Managers (4%) are in the minority. Figure 1-7 shows the occupational classification in the Justice subsector.

Figure 1-7: Occupational classification in the Justice sub-sector (%)



Source: SASSETA SMS data (2020)

Figure 1-7 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 1-8: Occupational classification in the Defence sub-sector (%)



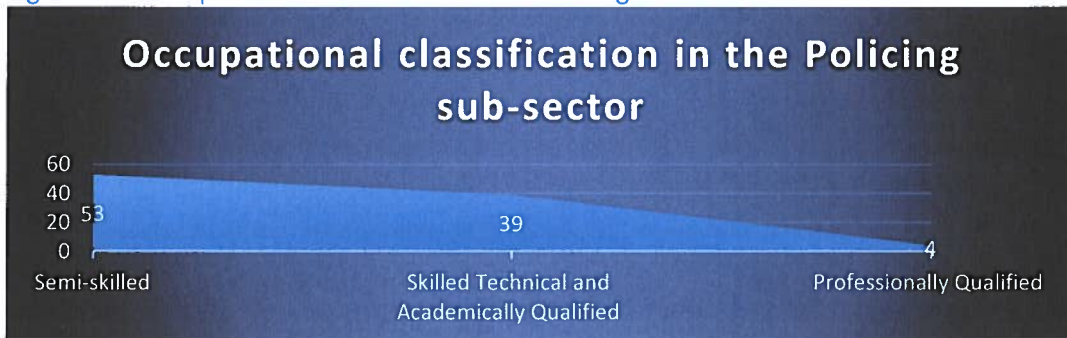
Source: SASSETA SMS data (2020)

Figure 1-8 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 1-9: Occupational classification in the Policing sub-sector



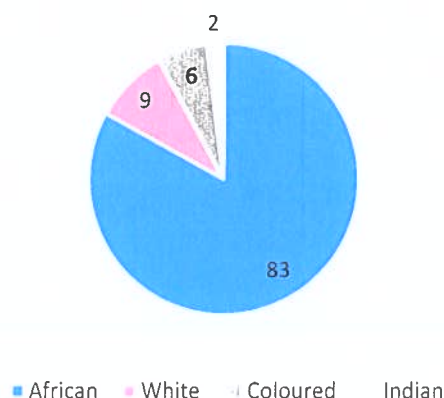
Source: SASSETA SMS data (2020)

Figure 1-9 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 1-10 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 1-11 depicts racial representation per subsector.

Figure 1-10: Racial composition: Percentage (%)

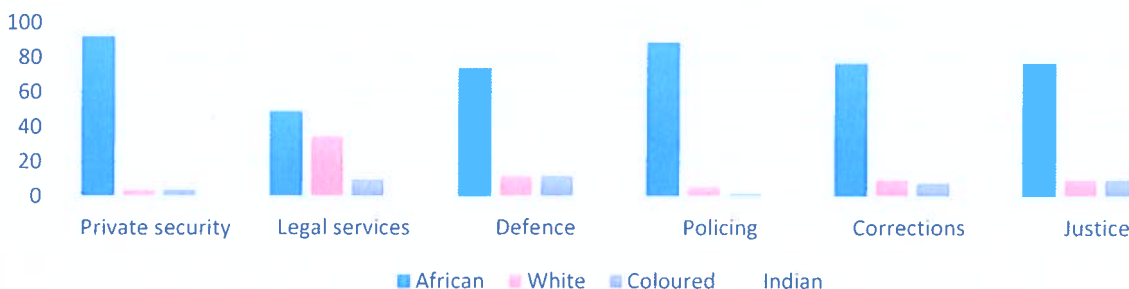


Source: SASSETA SMS data (2020)

Figure 1-11 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 1-11: Racial representation per subsector

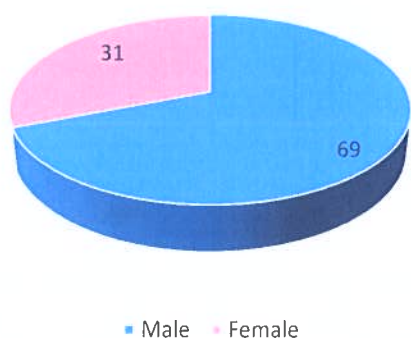


Source: SASSETA SMS data (2020)

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 1-12. 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 1-12: Gender composition (%)



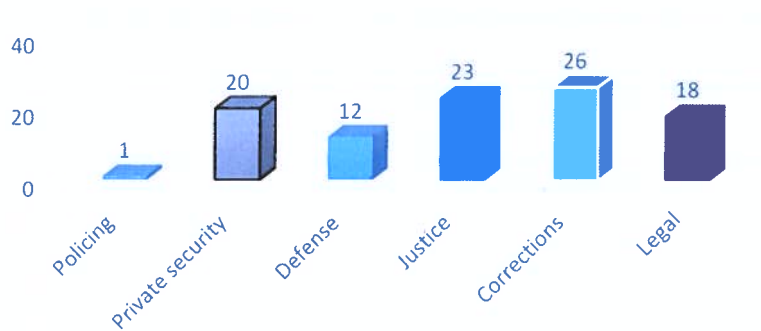
Source: SASSETA SMS data (2020)

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) shows 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 1-13: Employees with disabilities per subsector (%)



Source: SASSETA SMS data (2020)

Figure 1-13 illustrates the number of employees with disabilities per subsector of the safety and security sector. It also shows 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, an 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.

Most 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

This chapter provides high level discussion of the factors that drive change the skills development relating to the Safety and Security Sector in the South African context. The factors that affect the demand and supply of skills in the sector are outlined in this part of the SSP. In order to achieve the purpose of this chapter, 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. The literature consulted to compose Chapter 2 comprised of a combination of secondary sources ranging from institutions and to experts in the safety and security sector. These included the Presidency, the Department of Justice and Constitutional, the National Treasury, the SAPS, Moyo as well as Gastow, among others.

2.2 Factors affecting demand and supply of skills

The leaders of the international community are rapidly turning their attention to a period of unpredictable and possibly muted economic recovery which will raise new competitive threats and opportunities at great speed. What follows will not be a return to pre-COVID-19 business practices, but more likely a decade of the new normal, a new era defined by fast changing shifts in cultural norms, societal values and behaviours, such as increased demand for responsible business practices and renewed brand purpose.

The following are the skills change drivers for the Safety and Security Sector:

2.2.1 The Fourth Industrial Revolution

The Fourth Industrial Revolution (4IR) represents a new era of innovation in technology that is envisaged to enhance human-machine relationships, unlock new market opportunities, and fuel growth across the global and our national economy. This implies the current skills the disposal of the economy should be scrutinised because the employability of the candidates with the current skillset could be compromised in the foreseeable future due to the advent of the 4IR.

2.2.2 Population growth

The United Nations recommends the citizens to police ratio of one police officer per 220 citizens (UN 2018). In contrast to this international benchmark, South Africa is currently at a ratio of one police officer to 383 people (cite you source). This implies that one police officer services almost double the number of citizens as compared to the international standard, which might have a negative effect on police service delivery. Continuous population growth and increasing migration of people from neighbouring countries and the rest of Africa further put a strain on the 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).

2.2.3 Unemployment and poverty

South Africa's unemployment rate rose to 30.1 percent in the first quarter of 2020 from 29.1 percent in the previous period and above market expectations of 29.7 percent StatSA (2020). It was the highest jobless rate on record since quarterly data became available in 2008, as the number of unemployed people increased by 344 thousand to an all-time high of 7.1 million.

Employment fell by 91 thousand to 16.38 million from 16.42 million in the prior quarter. Total employment dropped in 7 out of the 10 industries, with the largest declines recorded in the finance industry (-50 000), followed by community and social services (-33 thousand), agriculture (-21 000), transport (-17 000), manufacturing (-15 000), construction (-7 000), and utilities (-4 000) StatSA (2020).

Moreover, the rate of unemployment in the South African economy is expected to reach 50%, which is the highest rate ever in the history of the country as the COVID-19 pandemic persists (National Treasury 2020). According to forecast by the National Treasury (2020), the economy should expect the shedding of about 2.5 million and a subsequent 30% decrease in wages as the country experience the increased numbers of the new infection and the new measures that are in place to further curb the spread of the COVID-19. Although these numbers are severe, jobs would be sacrificed so that businesses could stay afloat.

Research reveals that COVID-19 is taking its toll on the world, causing deaths, illness and economic despair. These three factors might have a significant contribution on the poverty rate, which might also lead to the escalation of crime and violence. According to the IMF (2020), Sub-Saharan Africa might experienced an increase of about 23 million in the of people living below the international poverty line.

Furthermore, conditions of high unemployment tend to foster potential for social unrest due to deepening poverty and inequality. When social unrest ensues, the services and resources at the disposal of subsectors such as Policing, Justice and Corrections will come under tremendous pressure. 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).

2.2.4 The South African crime outlook amidst COVID-19

On 31 July 2020, the South African Police Service (SAPS) released crime statistics for the 12-month period ending on 31 March 2020. An analysis of the crime statistics and the trends reveal that over time, the most serious crimes in the country i.e. murder and robbery have again increased for the eighth consecutive year. These are also the two types of crime that are used as a yardstick to gauge the state of public safety in the country. The crime statistics mentioned herein also cover the period from April to June 2020. The latter period coincides with the COVID-19 lockdown, where the most significant crime decreases in the past 26 years were recorded. It is for the first time that a decline of 35.8% in murder and a 39.5% reduction in armed robbery was ever recorded over a quarter. Overall, serious crime (which includes all 17 offences documented by the SAPS) dropped by 34.2%. This implies that between April and June, 1 932 fewer people were murdered than during the same period last year. On average 21 fewer lives were lost every day over these three months. Furthermore, there were 14 106 fewer reports of armed robbery (SAPS, 2020; ISS, 2020).

It could therefore be posited that the lockdown regulations contributed to these sizeable reductions in the said categories of crime. A similar trend was observed internationally in most high-crime localities since the COVID-19 outbreak. For instance, in Latin America, lockdowns resulted in the fall of murder by 56% in Colombia and by 43% in two states in Mexico. In the South African context, restrictions on movement and the sale of alcohol, together with a heightened police and military presence in high-crime areas might have probably played a role. It is also likely that decreases in some crime types were the result of victims being unwilling or unable to offences to police (ISS, 2020).

The national lockdown had an effect, but not everywhere. Crime levels fell sharply during the first month of lockdown when restrictions were most severe. For example, in April total violent crimes declined by 55%, murder dropped by about 56% and armed robbery also decreased by 55%. However, two months later when regulations were eased, the decrease in crime was far less pronounced. During June 2020, most crimes continued to decline but at lower rates than in previous months. Despite these welcome reductions, the trend suggests that crime might return to the pre-lockdown levels once restrictions are completely removed (ISS, 2020).

It is worth noting that reductions in murder were not recorded throughout South Africa during lockdown. Substantial increases occurred in nearly one-third of the top 30 high murder police precincts. For example, murder rose by 111% in Atteridgeville in Gauteng, by 75.9% in Philippi East in the Western Cape, and by 62.5% in Bityi in the Eastern Cape. The reasons for these trends should be determined by police and their partners so that targeted, evidence-based interventions can be used to improve community safety (ISS, 2020). Likewise, SASSETA should play a role in instances where there is a need to facilitate skills development intervention to bolster crime prevention and combating efforts of the police

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

The largest continent in the world today is no longer a physical geographical location but a virtual one. Cyberspace has redefined how people, business and the global economy operate. However, emergence of the digital economy has also resulted in the proliferation of cybercrime. 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 about cybercrime in South Africa and global are worth noting:

- 70% of South Africans had fallen victim to cybercrime and other risky behavior, 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 \$US445 billion annually; 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 (Rick Crouch and Associates (2019)

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 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. Several 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 (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 crimes

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 intend 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 crimes

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 and the National Lockdown

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 which is unjustifiable and largely preventable is a major barrier to the full realisation of the human rights of children as enshrined in the Constitution of the Republic. The Constitution further states that every child has the right to be protected from maltreatment, neglect, abuse or degradation (Sonke Gender Justice, 2019; ISS, 2020).

Data from the SAPS data suggests a significant drop in reported crimes against women and children. However, police statistics on sexual assault and gender-based violence are said to be typically unreliable as relatively few victims officially report incidents. During lockdown, for example, victims may have been unable to report these crimes if they live in the same residence as perpetrators. There may however have been some reductions due to less alcohol being consumed and more household or community intervention to prevent these crimes from occurring (ISS, 2020).

Finally, there have been observed unintended consequences of policing lockdown regulations. The Minister of Police announced today that 292 252 people had been arrested for breaking lockdown regulations. This focus on arrests for non-compliance with lockdown no doubt distracted the SAPS from other public safety priorities. An indication of this trade-off is the 23% drop in police-identified cases of illegal possession of firearms and ammunition. It is also possible that a heightened police

presence dissuaded people from carrying or transporting illegal guns and other contraband (ISS, 2020). Nonetheless, more research should be to fully appreciate the effect of national lockdown on the criminal justice practices and public safety in the longer term.

2.3 Policy frameworks affecting skills demand and supply in the safety and security sector

The national policies and strategies serve as a framework for skills demand and supply. These policies also have implications for skills planning in the sector. Below are national policies and strategies that are either meant to promote or have skills development implications for the sector.

2.3.1 The Medium-term Strategic Framework 2019 – 2024

In October 2019 the South African Cabinet approved its Medium-Term Strategic Framework (MTSF) as government's blueprint for the next five-year planning cycle (i.e. 2019-2024). This national planning framework seeks to drive coherence and impact throughout the education and training system and the society at large (DPME, 2019).

Out of the seven priorities of the 2019 -2024 MTSF, four are of paramount importance to the safety and security sector, namely:

- **Priority 1:** Building a capable, ethical and developmental state;
- **Priority 2:** Economic transformation and job creation, and Decent employment through inclusive growth;
- **Priority 3:** Education, skills and health; and
- **Priority 6:** Social Cohesion and Safer Communities (DPME, 2019).

2.3.1.1 Priority 1: Building a capable, ethical and developmental state

A capable, ethical and developmental state underpins all seven priorities of the MTSF. It is a vision of strong leadership, a focus on people and improved implementation capability. Facilitating this vision into action will involve a transition to a more functional and integrated government, which is capacitated with professional, responsive and meritocratic public servants to strengthen relations and efficiency. Intergovernmental and citizen engagements are also key enablers of this priority to ensure the joint pursuit of a capable state (DPME, 2019).

It is envisaged that a capable state will have the required human capabilities, institutional capacity, service processes and technological platforms to deliver on the NDP through a social contract with the people. On the other hand, it is expected that an ethical state should be driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of socio-economic rights and social justice as provided for in the Bill of Rights. Moreover, developmental state must strive to meet people's needs through interventionist, developmental, participatory public administration. Building an autonomous developmental state driven by the public interest and not individual or sectional interests; embedded in South Africa society leading an active citizenry through partnerships with all sectors of society (DPME, 2019).

2.3.1.2 Priority 2: Economic transformation and job creation

Sustainable long-term growth is needed to sharply reduce unemployment. This requires both broad structural reforms as well as targeted interventions. As the nation navigate an uncertain global environment and local fiscal constraints, there is a dire need to rebuild confidence and galvanise investment. Subsequently, government announced several interventions through the President's Stimulus Package, the Jobs Summit and the Investment Conference. These initiatives should be fast-tracked and implemented fully so that the country can start reaping the benefits.

The additional interventions to support priorities over the next five years require partnerships with social and private parties to achieve better growth opportunities (DPME, 2019).

In order to achieve economic transformation and job creation, government plans to facilitate and support 200 000 functional small businesses and cooperatives by 2024. Moreover, plans are in motion to absorb 1 million youth in NEET into employment in line with the Presidential Comprehensive Youth Employment Interventions (DPME, 2019). It is therefore imperative for SASSETA to contribute in this respect.

2.3.1.3 Priority 3: Education, skills and health

Access to quality ECD needs to be supplemented with quality schooling that leads to effective post-school education and training (PSET). To develop skilled individuals, the country must address structural barriers in tertiary institutions, while making dedicated investments to ensure labour activation. These need to happen in tandem with skills review processes to ensure appropriate improvements in learning and skills levels (DPME, 2019).

It is argued that the inefficiency and ineffectiveness of PSET partly contributes to the high number of young people (32.4 percent) aged 15–24 who are not in education, employment or training (NEET). This is a concern for the country because the major contributor to intergenerational poverty, inequality and unemployment among the youth in South Africa is low levels of education attainment and skills development. Education and skills development should therefore lay foundation to respond to the 'Future Work' by taking cognisance of opportunities that will arise and significant challenges associated with technology and demographic changes. Nevertheless, to try and plan in detail for the potential changes that might affect the world of work in years to come is not possible, instead government needs to be responsive to emerging trends in developing skills plans (DPME, 2019).

2.3.4.1 Priority 6: Social Cohesion and Safer Communities

Safety and security are directly related to socio-economic development and equality. A safe and secure country encourages economic growth and transformation and is therefore an important contributor to addressing the triple challenge of poverty, inequality and unemployment. Similarly, the NDP 2030 envisions a South Africa where people feel safe and enjoy a community life free of crime. In order to achieve this, the country requires a well-functioning criminal justice system, in which the police, the judiciary and correctional services work together to ensure that suspects are caught, prosecuted, convicted if guilty, and securely incarcerated and rehabilitated. It is a documented reality that South Africa is confronted with high levels of corruption within the both the public and private sectors. This in turn which undermines the rule of law and impedes government's efforts to achieve its socio-economic development and service-delivery objectives. The MTSF also re-enforces the need to strengthen and accelerate implementation of the Seven Point Plan which is primarily aimed at the modernisation of the Criminal Justice System more efficient and effective as discussed below (DPME, 2019; NPC, 2012).

SASSETA is currently contributing the four priorities of the MTSF in several ways i.e. through our skills development interventions for both employed and unemployed beneficiaries in the sector. Moreover, the SETA have dedicated interventions or planning to have interventions to support trade unions, SMMEs, NPOs /NGOs, CBOs and cooperatives in the sector.

2.3.2 The Seven-point Plan to strengthen the Criminal Justice system and the National Development Plan (2030)

The Seven-point 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 Office of the Chief Justice, the South African Police Service (SAPS), the National Prosecutions Authority (NPA), the Department Correctional Services (DCS) and the Legal Aid South Africa (LASA) (DoJ & CD. 2008: 3-21).

Moreover, the National Development Plan (NDP) 20130 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 of this plan are:

- The adoption of a single vision and mission for the Criminal Justice System (CJS) leading to a single set of objectives, priorities and performance measurement targets for the JCPS cluster;
- The establishment of a new and realigned single coordinating and management structure for the CJS that flows seamlessly from the Cabinet to each court through legislation or by protocol;
- Introduction of 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 CJS that are part of or impacting on the new court system, especially measures to improve capacity, to correct shortcomings and remove constraints;
- The establishment of an integrated and seamless national Criminal Justice Information System containing all the information relevant to the CJS. It was envisaged that this initiative will facilitate informed strategies, plans and decision-making, and the provision of a national template to gather information in each department or agency in the criminal justice value chain;
- The modernisation systems through the application of technology solutions; and
- Bolstering active citizenry in the fight against crime by reviewing and expanding the role of community policing forums (CFPs), as well as by providing financial and administrative infrastructure to empower these structures (DoJ & CD. 2008).

2.3.2.1 The Skills Planning implication of the Seven-point Plan to strengthen the Criminal justice System

The Seven-point Plan implies the following for skills planning, in the sector

- Supply of skilled ICT personnel to drive modernisation initiatives in the CJS cluster;
- Development and/or review as well as the implement skills interventions to bolster active citizenry in the sector; and

- The 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 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 focus on developing the skills of the existing workforce and providing the skills pipeline to existing workplaces. In addition, the White Paper for Post-School Education and Training 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 (DHET, 2013).

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 SASSETAs 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). Whereas 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 (DHET, 2019).

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 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).

2.3.6 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 (CSP, 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:

- An effective criminal justice system;
 - Early intervention to prevent crime and violence and promote safety;
 - Victim support;
 - Effective integrated service delivery for safety, security and violence and crime preventions;
 - Safety through environmental design; and
 - Active public and community participation.
- 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 (CSP, 2016) requires a comprehensive skills development plan across policing which would be informed by an internal audit that the police leadership will undertake, including:

- Competency audit of officer qualifications, knowledge, attitude and training against role and function to determine the skills needs analysis of each officer;
- 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;
- An institutional audit of the current state of training colleges and academies, of training and training staff and equipment; and
- An audit of leadership and management including the number of managers, their functions, qualifications, experience, relevance and current performance ratings (CSP, 2016).

2.3.7 The New Growth Path (NGP), and the Economic Stimulus and Recovery Package

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.

In addition to the NGP, the President announced the Economic Stimulus and Recovery Package amounting to R500 billion in 2018. The broad elements of the economic stimulus and recovery package include (i) the implementation of growth enhancing economic reforms, (ii) the reprioritisation of public spending to support job creation, (iii) the establishment of an Infrastructure Fund, as well as (iv) addressing urgent and pressing matters in education and health

(presidency, 2018).

As a result of a further economic turmoil caused the by COVID-19 and the subsequent national lockdown, President Cyril Ramaphosa in his address to the nation in April 2020 announced a an additional R800 billion (\$26.1) stimulus package .The stimulus and recovery plan consists of a range of measures, both financial and non-financial, that will be implemented immediately to firstly ignite economic activity, secondly restore investor confidence, thirdly prevent further job losses and create new jobs, and fourthly to address some urgent challenges that affect the conditions faced by vulnerable groups among our people (Presidency, 2020).

2.3.8 Other key national strategies and plans that SASSETA should support

There is a plethora of other national strategies, plans and departmental reviews for the safety and security sector that SASSETA should support. These include but not limited to the following:

- The National Gender-based Violence and Femicide Strategic Plan,
- An Emergency Response Action Plan on Gender-based Violence and Femicide,
- The National Drug Master Plan,
- The High-Level Review Panel Report on the State Security Agency,
- The South African Defense Review of 2015, and
- The Integrated Border Management Strategy.

2.4 Key skills issues related to the safety and security sector

There are four 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, enhancing professionalisation and transformation, as well as bolstering technical and specialised skills. As part of the overall strategy to transform the criminal justice system, state institutions are adopting measures to enhance the professionalisation of the police, correctional services, prosecutions, the judiciary, legal profession, sheriffs as well as oversight and regulatory bodies in the 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 thee training institutions to enhance its capacity and advance the production of occupations in high demand in the sector.

2.4.2 Restructuring and revamping 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 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 and Transformation of the sector

The NDP (National Planning Commission, 2012) and the White Paper on Policing (Civilian Secretariat for Police Service, 2016) have 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 Improving 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 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 Bolstering 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 far reaching. 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 a hotly contested phenomenon in the public policy arena and the media, among others. The extent of the scarce skills and skills gaps in South Africa is regarded by some researchers as “enormous”. For instance, the Global Competitiveness Report (WEF, 2019) found that the skills shortage is one of the several grave constraints facing the South African economy.

According to Powell and Reddy (2014), the scarcity of skills is a constraint for socio-economic development and impacts negatively on business operations. The stakeholder consultation through the employer surveys and the WSP/ATR (Annexure 2) data was instrumental in the conclusion of this chapter. This chapter discusses sectoral occupational demand, the occupational shortages, the extent and the nature of skills supply in the safety and security sector and the sectoral priority occupations (PIVOTAL) in the safety and security sector.

3.2 Sectoral Occupational Demand

3.2.1 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 a challenge given the enormity of population entering the 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 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).

3.2.1.1 Occupations with Hard-to-Fill-Vacancies

While the skills gaps and Hard-to-Fill-Vacancies are conceptually distinct phenomena, they have similar implications for organisations. Ultimately, both impact detrimentally upon corporate performance or service delivery, skills development is an appropriate policy option to respond to

the former and the latter phenomenon. 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.

Skills shortage across various major occupational groups (i.e. managers, professionals, technical and associated professionals and trade worker) are evident from the scarce skills presented below. Furthermore, there are other several cross-cutting general skills (i.e. critical or top-up, and specialised skills) which are in demand in the sector. It is nonetheless worth mentioning that some of the technical skills gaps are being addressed through programmes offered by government training institutions. These entails, among other, general investigation/detection and forensic investigations skills, and policing in general.

Table 3-1: Hard-to-Fill-Vacancies and vacancy rate in Occupation in Defence and Corrections

Occupations	Vacancy rate	
	Defense	Corrections
Airspace control	15%	N/A
Aircrew	18%	N/A
Anti Aircraft	-10%	N/A
Artillery	-21%	N/A
Engineer	47%	N/A
Medical professional*/Practitioners	11%	58.8%
Nursing /Professional Nurses	11%	17.2%
Technical	22%	N/A
Custodian and Security Personnel	N/A	5.3%
Pharmacists	N/A	21.2%
Educationists	N/A	14.3%
Psychologists and Vocational Counselors	N/A	16.5%
Social Worker and Related Professionals	N/A	7%

Source: DOD and DCS Annual Reports (2019)

Note:

*According to the Department of defence (DoD), occupations under the Medical Professional category incorporates Medical Practitioners, Pharmacists, Specialist and Ancillary Health.

Table 3-1 shows the varying vacancy rates for occupations deemed as “critical” by employers in the Defence and Corrections sub-sectors of the safety and security sector. Table further illustrates that there are relatively high vacancy rates for Medical Professionals/Medical Practitioners (at 58.8% for Corrections) and Engineers (47% for Defence) and Technical occupations (22% for Defence).

It also shows the vacancy rates for Nursing/ Professional Nurses as well as Psychological and Vocational Counsellors are relatively high. In contrast, the Table illustrates low vacancy rates for Social Worker and Related Professionals (7% for Corrections) and an oversupply of personnel in terms of Artillery (-21%) and Anti-Aircraft (-10) in the Defence Force (DCS, 2019; DoD, 2019). This implies that the DCS and the DoD should implement targeted and specific measure to reduce the high vacancy rates for “critical” occupations in order to bolster effectiveness and service delivery. Nonetheless, data from the 2019 Workplace (Employer’s) interviews uncovered a different picture where the Hard-To-Fill-Vacancies are concerned as represented in Table 3-2.

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

No	Occupation	OFO Code	Reason(s)
1	Security Guard	2019-541401	- Lack of skills and experience - Criminal records
2	Counselling psychologist	2019-263407	- Lack of skills and experience
3	Plumbers	2019-642601	- Lack of experience
4	Artisans Aide Building Trade	2019-831301	- Lack of experience
5	Human Resource	2019-441601	- Lack of experience
6	Labour Relations	2019-441604	- Lack of experience
7	Technicians (Alarms Installations)	2019-311401	- Lack of skills and expertise
8	Facilitator	2019-235101	- It's not easy to find the right candidates
9	Attorney	2019-261101	- It is difficult to find qualified people with skills to the job

Source: SASSETA Employers Interviews (2019)

Table 3-2 illustrates the nine (9) Hard-To-Fill-Vacancies per occupations in the sector. The three (3) main reasons cited by respondents for the prevalence of vacancies in the occupations deemed as hard-to-fill include inadequate or lack of knowledge and skills, qualifications, and experience.

3.2.2.2 Skills Gaps

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 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 service employers 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

Skills Gap / Specialisation	NQF Level	Intervention
Alarms and Surveillance Monitoring	4	Learnership
Cybercrime Specialist	6	Skills Programme
Bookkeeping	5	Skills Programme
Forensic/Health Care/Clinical Social Worker	5, 6/8	Skills Programme / Learnership Bursary
Locksmith (Key Cutter)	4	Learnership
Automotive Mechanic	6	Bursary
Front Desk Support Officer	5	Bursary
Human Resources Systems Administrator	5	Bursary
ICT Systems Coordinator	5	Bursary
Patrolman	5	Learnership
Financial Administration Officer	6	Bursary

Source: SASSETA WSP data (2020)

Table 3-3 illustrates that there are skills gaps in terms of specialisations such as Alarms and Surveillance Monitoring, Cybercrime Specialists, Bookkeeping (for law firms), Automotive Mechanics, ICT Systems Coordinators and Financial Administration Officers, among other. 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.

Table 3-4: Skills Gaps per broad occupational category

Broad Occupational Levels	Occupation	Skills Gaps per Broad Occupational Levels
Senior Level (i.e. Managers and Professional)	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 (i.e. Technicians, Artisans, Clerical)	Word Processing Operator	Computer literacy
	Customs Officer	Communication skills
	Associate legal professional	Work ethic
Lower level (i.e. Plant Operators and Elementary)	Electrical or Telecommunications Trades Assistant	Qualifications
	Electronic Equipment Mechanic	Skills (entry level)
	Weighbridge Operator	Basic computer literacy

Source: Workplace Interviews (2020)

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 occupations are said to fall short in terms 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 skills gaps

SASSETA Skills Survey (2020) identified the following as new and emerging occupations in the safety and security sector: Private Investigators (2019-341109), ICT Security Specialist (2019-252901) and Psychologists (Unit Group: 2019-2634). Furthermore, the survey uncovered other new and emerging occupations or specialisations that could be mapped on the OFO code. These include Access Control Technicians (the closest occupation is Security Officer: 2019-541401), Cybercrime Specialist, Crime Analysts, Client Experience Experts.

In addition, engagements with the National Prosecuting Authority (NPA) identified three new occupations are also not currently appearing in the OFO code i.e. Court Preparation Officer/co-ordinator, Court Preparation Manager and Asset Forfeiture Advocate (specialisation, with the closest OFO code being Advocate: 2019—261106). On the other hand, technical, management (and leadership), marketing, investigation and team building skills are said to be the new and emerging skills gaps in the sector.

3.3 Extent and the nature of skills supply in the safety and security sector

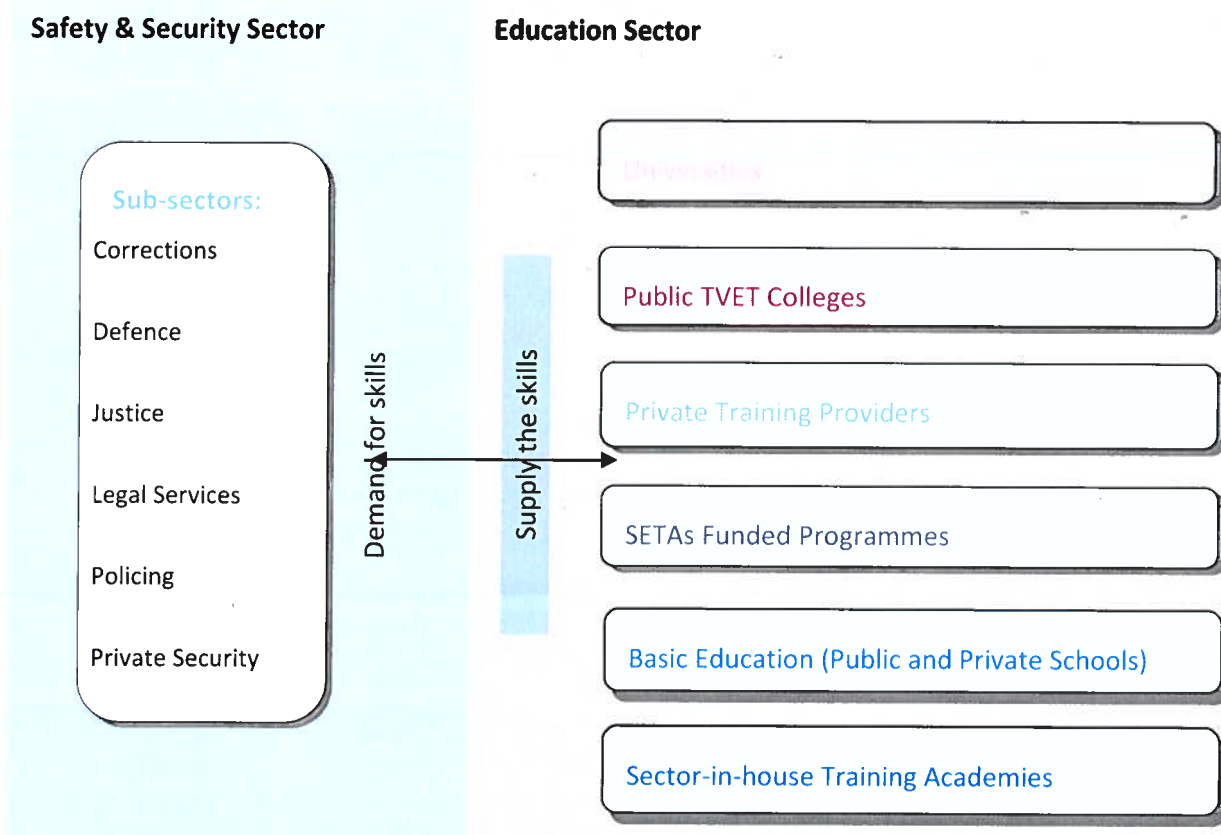
The role of education and training in human resources development for the labour market and, sustainable development cannot be overemphasised. Overall, most categories jobs in the sector tend to require a higher level of skilled. Hence routine tasks are progressively being replaced by

technology and therefore, it is expected that 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 include 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 civilian police oversight.

Table 3-5: Education and training bodies



Source: SASSETA (2019)

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.

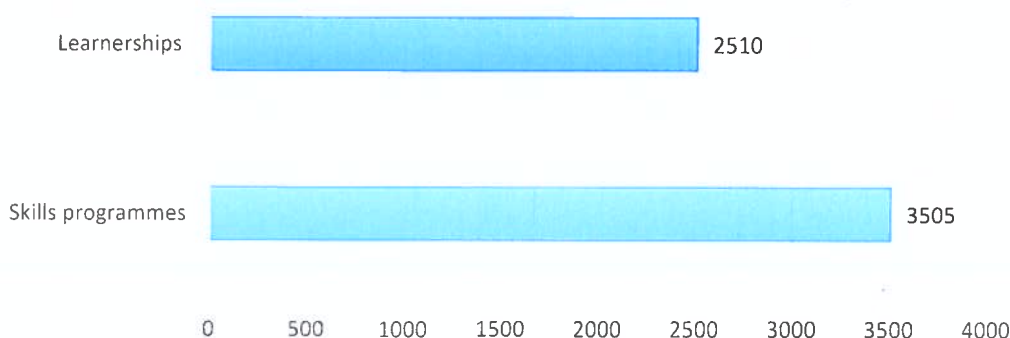
The study also established that perceptions and stigma attached to TVET colleges do not enhance innovation in this space and the colleges are inadequately funded and do not have the necessary infrastructure to incubate learner creativity in order to enable innovation (SASSETA, 2019b). It is therefore 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 assessed “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 prefers 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

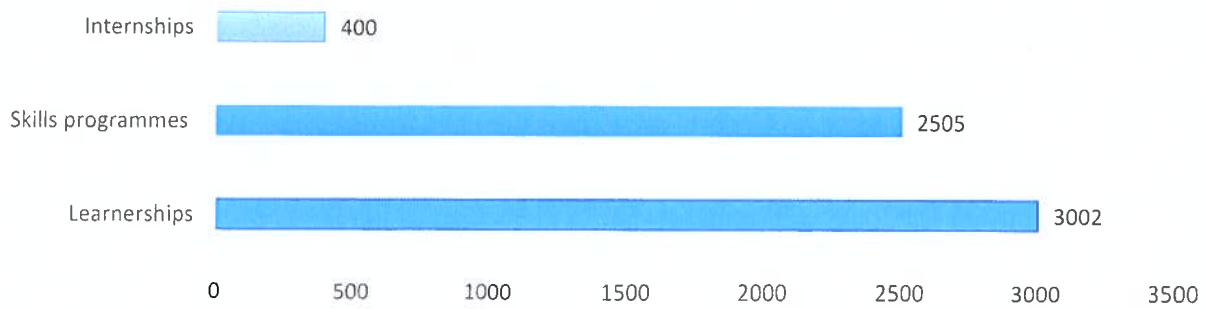
Figure 3-1: Number of workers registered for SASSETA-supported learning programmes



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).

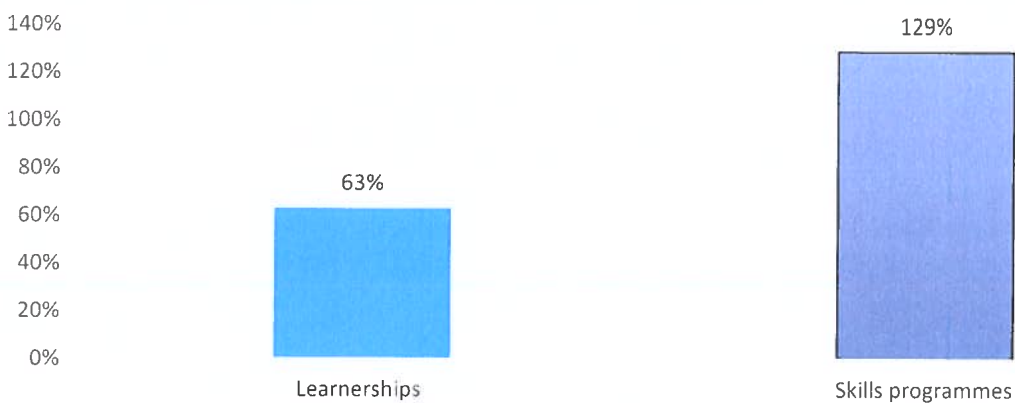
Figure 3-2: Number of unemployed persons registered for SASSETA-supported Learning programmes



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.

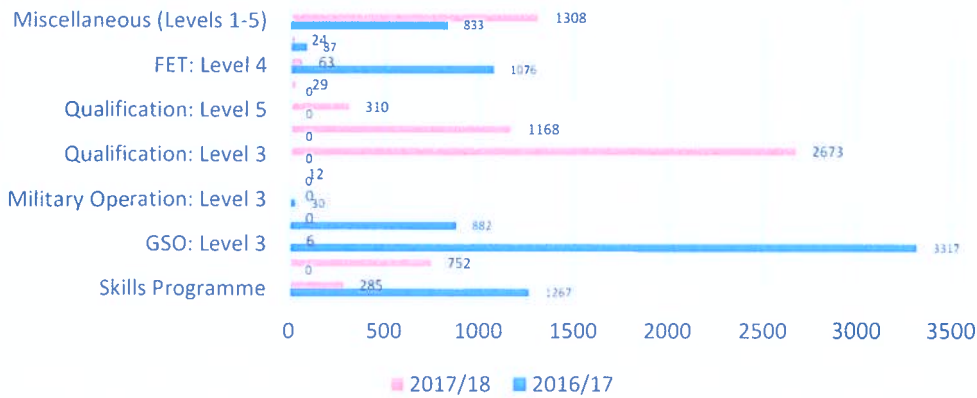
Figure: 3-3: Certificates issued to workers for SASSETA-supported learning programmes: 2017/18



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.

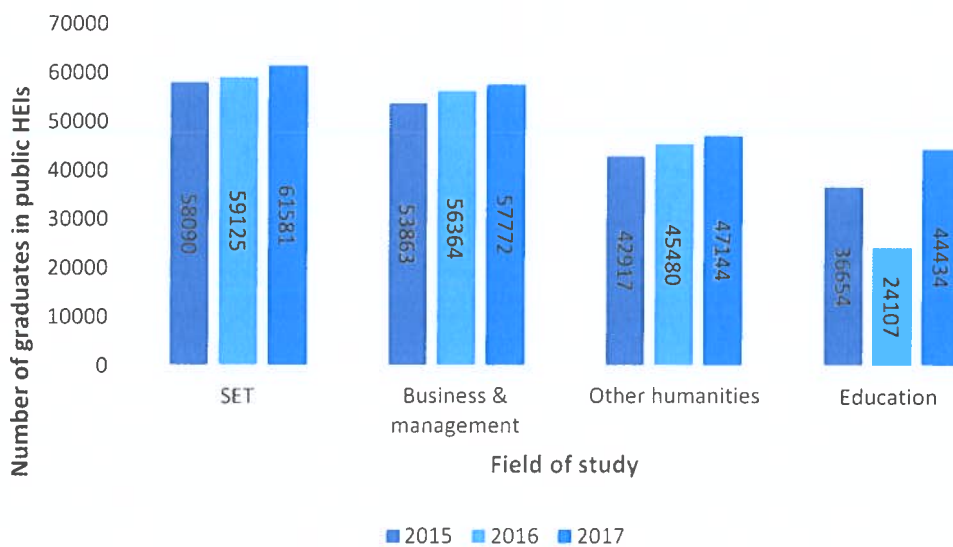
Figure: 3-4: Learner Certificates Issued – 2016/17 and 2017/18



Source: ETQA Data (2017 and 2019)

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) in the safety and security sector

The acronym “PIVOTAL” denotes Professional, Vocational, Technical and Academic Learning programmes leading to full or part qualifications. The Sectoral Priority Occupations are intended to address scarce and critical skills identified as priorities in the SASSETS Sector Skills Plan (SSP).

3.4.1 Methodology utilised to determine the Sector Priority Occupations

The SASSETA’s Sector Priority Occupations (PIVOTAL) list was compiled by means of a mixed method approach. Our design draws on the analysis of qualitative data (e.g. interviews and focus

group discussions with key stakeholders and Employers Interviews) as well as analysis of quantitative data from primary (i.e. 2019 Skills Survey) and secondary sources. The interactions with key stakeholders was based on the assumptions that they possess deep knowledge, understandings and insights of skills development in respective subsectors or the sector in general.

In addition, Sectoral Priority Occupations list was drawn up by analysis of the 2020/2021 WSP data. Moreover, 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) scarce skills list and the Department of Home Affairs (DHA) list of scarce skills as sources of information as well as information from some of the public employers (e.g. the departments of Defense and Correctional Services) in the sector . The methodology broadly entailed:

- **Analysis of the 2020/2021 WSP vacancy data and information published in annual reports:** 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 in the 2019/2020 PIVOTAL Plans.
- **Identification of new and emerging occupations and skills gaps:** These were identified by means of engagements with resource persons in the subsectors and findings of the 2020 Workplace interviews.
- **Determining the Sectoral Priority Occupations (PIVOTAL) list and 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 depicts the Sectoral Priority Occupations (PIVOTAL) list of the safety and security sector based on the methodology depicted herein.

Table 3-6 Sectoral Priority Occupations (PIVOTAL) List

OFO Code	Occupation (Scare Skills)	Specialisation / Alternative Title	Intervention Planned by the SETA	Required number
2019-541401	Security Officer	Security Guard	Learnership	4800
2019-222108	Registered Nurse (Medical)	Professional Nurse (Primary Health Care)	Bursary	3246
2019-235101	Education or Training Advisor	Education or Training Advisor	Skills Programme	605
2019-541402	Alarms, Security or Surveillance Monitor	Alarms, Security or Surveillance Monitor	Learnership / Skills Programme	950
2019-226201	Hospital Pharmacist	Clinical Pharmacist & Health Service Pharmacist	Bursary	682
2019-263403	Organisational Psychologist	Organisational Psychologist	Bursary	91
2019-143904	Security Services Manager	Security Services Manager	Skills Programme / Bursary	20

2019-311301	Electrical Engineering Technician	Electrical Engineering Technician	Bursary	10
2019-351101	Computer Operator	Computer Operator	Bursary	100
2019-541201	Traffic Officer	Law Enforcement Officer	Learnership	100
2019-252901	Security Service Administrative Officer	Security Specialist	Bursary	15
2019-862918	Electronic Equipment Mechanic	Electronic Equipment Mechanic	Apprenticeship	120
2019-132404	Warehouse Manager	Warehouse manager	Bursary	200
2019-516501	Driving Instructor	Driving Instructor	Learnership	170
2019-121908	Quality Systems Manager	Quality Systems Manager	Skills Programme	160
2019-421401	Debt Collector	Debt Collector	Skills Programme	71
2019-351301	Computer Network Technician	Computer Network Technician	Bursary	51
2019-335501	Detective	Forensic Detective /Investigator	Skills Programme	1 200
2019-325705	Safety, Health, Environment and Quality (SHEQ) Practitioner	Safety, Health, Environment and Quality (SHEQ) Manager	Skills Programme / Bursary	36
		Radiation Protection	Bursary	30
2019-341103	Paralegal	Paralegal	Learnerships	151
2019-261101	Attorney	Attorney	Bursary	870
2019-261905	Notary	Notary	Skills Programme / Bursary	5
2019-261901	Skills Development Facilitator	Skills Development Facilitator	Skills Programme / Bursary	6
2019-263101	Economist	Economist	Bursary	8
2019-341107	Law Clerk	Legal Clerk	Skills Programme / Bursary	155
2019-112101	Director (Enterprise / Organisation)	Managing Director (Enterprise / Organisation)	Bursary	130
2019-334201	Legal Secretary	Legal Practice Manager	Learnership	450
2019-132402	Logistics Manager	Dispatch Logistics Manager	Bursary	7
2019-121903	Physical Asset Manager	Contract Manager	Skills Programme / Bursary	10
2019-242403	Assessment Practitioner	Assessor	Skills Programme / Bursary	68
2019-341104	Clerk of Court	Clerk of Court	Learnership	20
2019-134914	Correctional Services Manager	Correctional Services Manager	Learnership	9
2019-541501	Intelligence Operator	Police Intelligence Operators	Learnership	23
2019-121202	Business Training Manager	Training & Development Manager	Bursary	15
2019-341101	Conveyancer	Conveyancing Compliance Officer	Learnership	13
2019-331201	Credit or Loans Officer	Financial Accounting Officer	Learnership	60
2019-341102	Legal Executive	Legal Executive	Learnership	6
2019-121905	Programme or Project Manager	Project Director	Learnership	3
2019-121908	Quality Systems Manager	Quality Systems Coordinator	Learnership	7
2019-541904	Armoured Car Escort	Armoured Car Escort	Learnership	34

2019-351301	Computer Network Technician	Network Support Technician	Learnership	51
2019-261104	Trademark Attorney	Trademark Advisor	Bursary	300
2019-343401	Chef	Executive Chef	Bursary	38
2019-515103	Commercial Housekeeper	Housekeeper (Not Private)	Commercial Housekeeping Training	40
2019-133103	Data Management Manager	Data Processing Manager	Learnership	7
2019-862918	Electrical or Telecommunications Trades Assistant	Artisan Aide Electrical	Apprenticeship	119
2019-241104	External Auditor	Forensic Auditor / Investigator	Internship	15
2019-242215	Fraud Examiner	Fraud Examiner	Bursary	5
2019-651302	Boiler Maker	Boilermaker-welder	Apprenticeship	11
2019-641201	Bricklayer	Chimney Repairman	Apprenticeship	20
2019-641501	Carpenter and Joiner	Panel Erector	Apprenticeship	17
2019-643302	Chimney Cleaner	Chimney Cleaner	Training	25
2019-263401	Clinical Psychologist	Forensic Psychologist	Bursary	3
2019-251901	Computers Quality Assurance Analyst	Software tester	Bursary	41
2019-341105	Court Bailiff	Court Collections Officer	Training	2
2019-335101	Customs Officer	Customs Investigator	Learnership	4
2019-671102	Electrical Installation Inspector	Electrical Inspector Construction	Learnership	91
2019-671301	Electrical Line Mechanic	Electrical Line Mechanic (Transmission)	Learnership	87
2019-215201	Electronics Engineer	Communications Engineer (Army)	Bursary	10
2019-226301	Environmental Health Officer	Licensed Premises Inspector	Bursary	20
2019-143901	Facilities Manager	Facilities Supervisor	Learnership	4
2019-862202	Handyperson	Handy Man	Training	8
2019-351302	Geographic Information Systems Technicians	Geographic Information Systems Analyst	Learnership	56
2019-251101	ICT Systems Analyst	ICT Systems Coordinator	Bursary	5
2019-672105	Instrument Mechanician	Instrument Mechanician (Industrial Instrumentation & Process Control)	Learnership	3
2019-652203	Locksmith	Safe maker	Learnership	10
2019-134702	Military Commander	Unit Commander (Combat Units Only)	Learnership	7
2019-643101	Painter	Painting Contractor	Learnership	12
2019-321301	Pharmacy Technician	Pharmacy Technician - Inactive	Bursary	351
2019-642601	Plumber	Sanitary Plumber	Learnership	11
2019-132109	Quality Systems Auditor	Quality Systems Auditor	Bursary	12
2019-341203	Social Auxiliary Worker	Life Skills Instructor	Bursary	1529

2019-252902	Technical ICT Support Services Manager	Technical ICT Support Services Manager	Learnership	8
2019-216402	Transport Analyst	Logistics Analyst	Bursary	6
2019-216604	Web Designer	Web Designer	Bursary	4
2019-718907	Weighbridge Operator	Licensed Weigher	Learnership	6
2019-732203	Driver	Advance/K53 security driver	Driving learnerships	204
2019-263507	Adoption Social Worker	Occupational social worker	Bursary	745
2019-6531	Motor Vehicle Mechanics and Repairers	Motor Vehicle Mechanics and Repairers	Learnership	76
2019-214401	Mechanical Engineer	Mechatronics Engineer	Bursary	14
2019-261106	Advocate	Advocate	Bursary	311
2019-134905	Judicial Court Manager	Judicial Court Manager	Learnership	12
2019-264301	Interpreter	Court Interpreter	Bursary	19
2019-341110	Associate legal professional	Legal Analyst Legal Officer	Bursary	54 49
2019-251203	Developer Programmer	ICT Programmer	Bursary	6
2019-331301	Bookkeepers	Financial Administration Officer	Learnership	9
2019-315305	Pilot	Attack Helicopter Pilot	Bursary	15
2019-341106	Court Orderly/ Court Registry Officer	Court Officer	Learnership	4
2019-225101	Veterinarian	Veterinary Pathologist	Bursary	7
2019-213304	Earth and Soil Scientist	Soil Fertility Expert	Bursary	9
2019-252901	ICT Security Specialist	Database Security Expert	Bursary	400
2019-221207	Pathologist	Forensic Pathologist	Bursary	21
2019-311901	Forensic Technician (Biology, Toxicology)	Forensic Technician (Biology, Toxicology)	Bursary	19
*****	Tourism Safety Monitor		Learnership	150

Source: WSP data (2020)

*****This Occupation does not have an OFO code as yet, although there is an intention for to make such a submission to the OFO Code Task Team

Based in the data from Table 3-6, Table 3-7 shows the Top 10 Sectoral Priority Occupations (PIVOTAL) list for the safety and security sector.

Table 3-7: Top 10 PIVOTAL list

No	OFO Code	Occupation	Specialisation	NQF	Intervention
1	2019-541201	Traffic Officer	Law Enforcement Officer	5	Learnership
2	2019-252901	ICT Security Specialist		7	Bursary
3	2019-325705	Safety, Health, Environment and Quality (SHEQ) Practitioner	Safety, Health, Environment and Quality (SHEQ) Manager	7	Bursary /skills programme
4	2019-261104	Trademark Attorney	Radiation Protection Trademark Advisor	7	Bursary/ Skills Programme
5	2019-341103	Paralegal		6	Learnership

6	2019-732203	Advanced/ K53 Security Driver		5	Learnership
7	2019-341110	Associate Legal Professional		6	Learnership
8	2019-261101	Attorney		8	Bursary
9	2019-355501	Detective	Forensic Detective/ Investigator	5	Learnership / Bursary
10	2019-252301	Computer Network and Systems Engineer		7	Bursary

Source: WSP data (2020)

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 top ten (10) PIVOTAL in the sector during 2021/22.

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 (30.1% during the first quarter of 2020) and spatially misaligned labour force. Generating employment is 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 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 regard 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 the 2019/20 financial year. It is further envisaged that the same will continue in the next five years. This chapter presents an analysis of the SETA partnerships, both the existing and the proposed ones, and their scope.

4.2 SETA partnership approach

Entering 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 its strategic objective in order to fulfil its 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 role on the implemented partnership.

4.3 Analysis of existing partnerships

4.3.1 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 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.

The Table further shows that all SASSETA's partnerships are dominated by public TVET colleges. Most of these partnerships 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 – 31/03/2021	<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	<ul style="list-style-type: none"> • The partnership experienced implementation challenges due to cost when the SETA was placed under administration • Bureaucratic and long processes embedded in the procurement challenge in the implementation of the partnership.
Tshwane University of Technology (TUT)	01/04/2020 – 31/03/2024	<ul style="list-style-type: none"> ▪ Conducting Policing and Corrections related research e.g. the effect of COVID-19 in skills development in the said subsector ▪ Peer review of research studies ▪ Co-hosting of research dissemination event 	The partnership is envisaged to bolster information sharing between the two parties and contribute towards research capacity building	A detailed implementation plan could not be finalized due to COVID-19 related delays
Nelson Mandela University (NMU)	01/02/2020 – 31/03/2024	<ul style="list-style-type: none"> ▪ To conduct niche are research e.g. GBV and Femicide research and HIV-AIDS and its impact in the safety and security sector 		None thus far
Public TVET Colleges				
Majuba TVET College	01/02/2019 – 31/03/2021	<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 – 31/03/2021	<ul style="list-style-type: none"> ▪ Hosting SASSETA KZN Regional Office ▪ Graduate Placement (WIL) Education and Training. ▪ Hosting SASSETA Satellite Office ▪ Graduate Placement (WIL) Education and Training. 	None thus far
Elangeni College	01/02/2019 – 31/03/2021	<ul style="list-style-type: none"> ▪ Graduate Placement (WIL) Education and Training. 	None thus far
Gert Sibanda TVET College	01/02/2019 – 31/03/2020	<ul style="list-style-type: none"> ▪ Graduate Placement (WIL) Education and Training. 	None thus far
Umfolozo TVET college	14/01/2019 – 31/03/2020	<ul style="list-style-type: none"> ▪ Artisan Development for Unemployed 	None at thus far
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 documents
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 	Late submission of documents
Department of Correctional Services	01/02/2019 – 31/03/2020	Support and practical training for TVET Graduates	Late submission of documents
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 documents

4.3.2 Challenges experienced with existing partnerships: The case of the Tshwane University of Technology

Following from Table 4-1 above, generally bureaucratic and long processes embedded in procurement tend to hinder the implementation of some partnerships. In the case of the newly forged partnership with the Tshwane University of Technology (TUT), delays in finalising the implementation plan to be operationalised may be attributed to the national lockdown. However, there were gains in the sense that the SETA delivered on its commitment to provide bursaries to students in the Legal as well as the Safety and Security Management departments at TUT as a contribution towards reducing scarce skills in the sector. Likewise, the university also reciprocated by providing research advice, albeit at a limited scope to SASSETA pending the finalisation of a detailed implementation plan to service the partnership for the next five years, subject to annual review. The first review of the partnership is due in November 2020.

4.2.3 Lessons learned from partnerships that experience challenges

The following are the key lessons learned from partnerships that experienced challenges:

- (a) The partnerships were inadequately defined, and the vision and reason for their existence were not clearly conceptualised. Hence some partners were more concerned with monetary rewards at the expense of mutually beneficial outcomes. In order to remedy this challenge, partnership should be adequately conceptualised with clear roles and responsibilities for all partners involved.
- (b) There is a dire need to develop effective communication and decision-making processes to avoid unnecessary delays that usually characterises problematic partnerships.
- (c) It is also essential to nurture the relationships within partnerships to ensure the success of the partnerships.
- (d) Finally, there should be absolute clarity about “the end game” of each partnership. In the absence of this imperative, partnership will be doomed to fail.

4.3 Successful partnerships – co-funding approach

SASSETA have since realised that there is 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 and one public sector department; hence the SETA intends to continue with this partnership approach. Table 4-2 below illustrates the successful partnerships of the SETA.

Table 4-2: Successful Partnerships

Name of Employer	Name of Chamber	Name of Skills Development Intervention	Reason attributed to the success of the partnership
Stallion Security	Private Security and Investigation Services	Learnership: General Security Officer (GSO)	Both partners (SASSETA and Stallion Security) adhered to their funding commitments As a result, learners were motivated and that resulted in higher completions rate and absorption of at least 30% of successful learners as security officers
Fidelity Security	Private Security and Investigation Services	Learnership: GSO	Both parties (i.e. (SASSETA and Fidelity Security) adhered to their funding commitments. Subsequently, learners were motivated, and this resulted in higher completions rate and absorption of at least 30% of successful learners as security officers
Department of Correctional Services (DCS)	Corrections	Learnership: Corrections Science	Both SASSETA adhered to their funding commitments. This benefited the learners and bolstered completions rate Majority of successful learners were employed by the DCS

4.4 Planned partnerships

Table 4-3 below outlines planned partnerships for the 2020/2021 financial year.

Table 4-3: Planned partnerships

Name of institution/ partner organization	Gaps to be address by / Objectives the partnership
SETA-to-SETA partnerships: <ul style="list-style-type: none"> ▪ 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). 	<ul style="list-style-type: none"> ▪ 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: <ul style="list-style-type: none"> ▪ Institute of Security Studies (ISS) 	<ul style="list-style-type: none"> ▪ 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 <ul style="list-style-type: none"> ▪ Black Lawyers Associations (BLA) ▪ South African Judicial Institute Education (SAJIE) ▪ South African Women Lawyers Association (SAWLA). 	<ul style="list-style-type: none"> ▪ Address transformation and enrich professionalisation of the sector. ▪ Collaborative and co-funding research projects, training and skills development, information sharing and career guidance.
Public Technical Vocational Education and Training (TVET) Colleges	<ul style="list-style-type: none"> ▪ Continued delivery of learning programs (Paralegal and Safety in Society). ▪ Bolstering artisan development.
Oversight bodies: <ul style="list-style-type: none"> ▪ IPID ▪ Civilian Secretariat for Police Service ▪ Provincial Departments of Community / Safety and Liaison ▪ PSIRA ▪ Office of the Inspector General of Intelligence 	<ul style="list-style-type: none"> ▪ Professionalize the sector ▪ Promote transformation
Civil society organisations: <ul style="list-style-type: none"> ▪ Community Policing and Safety Forums (CPF's) ▪ 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 	<ul style="list-style-type: none"> ▪ Promote active citizenry in the fight against crime ▪ Targeted skills training in order to improve efficacy and effectiveness
<ul style="list-style-type: none"> ▪ South African Banking Risk Information Centre (SABRIC) ▪ Consumer Good Council of South Africa 	<ul style="list-style-type: none"> ▪ Stakeholder capacity building and collaboration

Table 4-3 illustrates partnerships that the SETA is planning to conclude during the 2020/2021 financial year and beyond. 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 partnerships 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.

4.5 Partnership intended to mitigate the effects of COVID-19 in the safety and security sector

Safety and security are regarded as an essential service, hence majority of employees (e.g. members of the SAPS, SANDF, DCS and security officers, among others) in the sector are frontline workers who have been at work since the announcement of the national lockdown in March 2020. Some of these employees have been adversely affected, with some unfortunately succumbing to the virus. Moreover, the sector comprises mostly of SMMEs from the previously disadvantaged racial groups who without any shadow of doubt have been negatively or continue to be negatively affected by COVID-19. A survey conducted by GEN 22 on Sloan (2020) exposed two significant findings about the negative effects of COVID-19 on SMME's, namely:

- Over 55 000 SMME's will not survive the pandemic; and
- At least 42 350 employees in SMME's will lose their jobs due to COVID-19.

Likewise, skills development interventions in the sector are negatively affected by the pronouncement of the national state of disaster and the lockdown. It is against this backdrop that SASSETA should forge partnerships with other parties to mitigate against the negative effects of COVID-19 in the sector. Table 4-4 depicts possible partnerships that should be forged to mitigate against the effects of the virus in the sector.

Table 4-4: Planned partnerships of mitigate the effect of COVID-19 in the safety and security sector

Name of organisation	Primary purpose of the proposed partnership
The department of Small Business Development and its agencies (i.e. SEDA and SEFA)	To provide SMMEs in the sector whose operations or fortunes have been adversely affected by COVID-19 with financial and non-financial support
The Solidarity Fund	To provide SMMEs in the sector whose operations or fortunes have been adversely affected by COVID-19 with financial and non-financial support
Private training providers with experience in e-learning / on-line learning platforms	To support SASSETA training providers employers with e-learning/ online training infrastructure to ensure continuity of skills development interventions
The Council for Industrial and Scientific Research (CSIR)	Mapping the effect of COVID-19 in the safety and security sector to inform targeted support to the affected stakeholders
The Human Sciences Research Council	To piggybank on their social science research infrastructure to further understand the socio-economic effects of COVID-19 in the sector to inform targeted interventions

4.6 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 partnerships with employers and industry stakeholders in order to direct skills required by the industry and labour market in general.

In the 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. 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. The advent of COVID-19 also calls upon the SETA to conceptualise and enter partnerships with the intention of mitigating the negative effects of the pandemic in the sector.

CHAPTER 5

SASSETA MONITORING AND EVALUATION

5.1 Introduction

Although monitoring and evaluation (M&E) are viewed as related, they are distinct functions. Monitoring is regarded as an on-going process of providing information about organisational performance. On the other hand, evaluations draw on the data and information generated by the monitoring system as a way of analysing the trends about outcomes and impact of project or programmes. In some cases, it should be noted that monitoring data might reveal significant departure from the project expectations, which may warrant the undertaking of an evaluation to examine the assumptions and premises on which the projector programme design was based. Therefore, M&E is aimed at determining whether the intended organisational objectives have been met effectively and efficiently.

Chapter 5 draws its content from the Government-Wide Monitoring and Evaluation (GWM&E) system (DPME, 2011), the National Evaluation Policy Framework (DPME, 2011), the Monitoring and Evaluation Framework (DPME, 2013), Medium-Term Strategic Framework (Presidency, 2019), The SSP Framework (DHET, 2019), the Public Finance Management Act (National Treasury, 1999), SASSETA planning documents as well as the SETA's Annual Report.

This chapter focuses on SETA's approach to monitoring and evaluation, Key role players, definitions of the components of SASSETA's Results Chain, the significance of Monitoring and Evaluation data to support research and planning, the extent to which SASSETA has addressed strategic priorities of the previous financial year (i.e. 2018/2019), strategic priorities that were not achieved and reasons for the non-achievement, Mechanisms to be employed to address priorities that were not achieved in the previous financial year, and measures to be initiated to ensure achievement of current strategic priorities

5.2 Sector skills planning reflections

5.2.1 SETA's approach to Monitoring and Evaluation

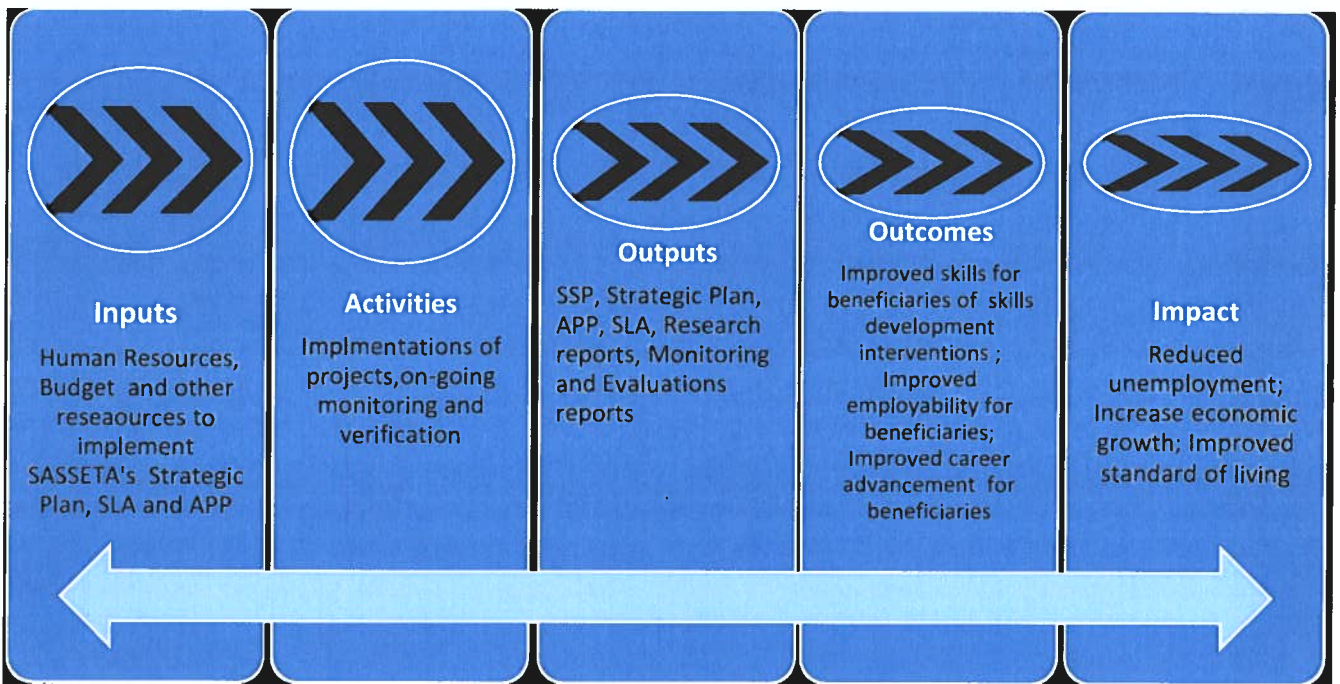
Monitoring and Evaluation of efforts of SASSETA are guided by the "Project Monitoring and Evaluation Framework" of the organisation. The framework is intended to enable the SETA to monitor and report on progress (or lack therefore) of all its planned targets. It also intends to assess the quality of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

This section is intended to take a rear-view perspective of the performance of the organisation over a single financial period. The areas that might need improvement or areas that the organisation has done well in. To gain an insight into the past performance, a comparison of the project plan and the actual performance will be drawn. The result will be establishing the impact that might have had in the skills profile for the intended beneficiaries, which is part of the NSDP outcomes.

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 Monitoring and Evaluation framework 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. Figure 5-1 summarises SASSETA’s M&E Framework of the results chain.

Figure 5-1: SASSETA’s Results Chain



5.2.2 Definitions of the components of SASSETA’s Results Chain

- **Inputs:** all the resources that contribute to the production of service delivery outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings.
- **Activities:** the processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. Activities describe “what we do”.
- **Outputs:** the final products, goods and services produced for delivery. Outputs may be defined as “what we produce or deliver”.
- **Outcomes:** the medium-term results for specific beneficiaries which are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution’s strategic goals and objectives set out in its plans. Outcomes are “what we have achieved”. These are often further categorized into immediate/direct outcomes and intermediate outcomes.
- **Impacts:** the results of achieving specific outcomes and sustaining them, such as reducing poverty and creating jobs. Impacts are “how we have actually influenced communities and target groups”.

This approach to management is based on four pillars:

- Definition of strategic goals which provide a focus for action;
- Specification of expected results which contribute to the achievement of these goals; and the alignment of programmes, processes and resources in support of these expected results; on-going monitoring and assessment of performance
- Integrating lessons learnt into future planning; and
- Improved accountability for results (whether projects/programmes made a difference in the lives of beneficiaries of the same)

5.2.2 Key role players

The key role players in the monitoring and evaluation process are the Department of Higher Education and Training, SASSETA Board, members of the Chambers, Executive Managers, the Management Committee, staff members (in all the business units), as well as employers and learners as beneficiaries of the SETA's skills development interventions. The organisation has also established the Monitoring and Evaluation Committee whose primary responsibility is to oversee all the monitoring and evaluation activities of the SETA.

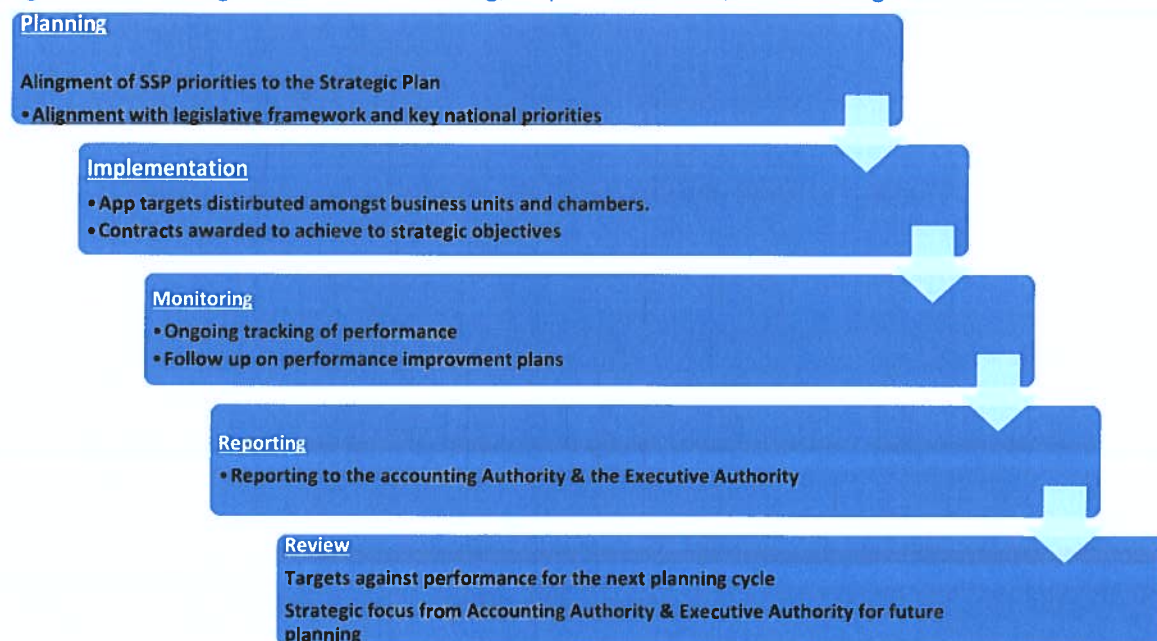
5.2.3 The significance of Monitoring and Evaluation data to support research and planning

The SETA use the M&E data to control the implementation of its projects and implement 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 check all the time to ensure that our mandate and strategy are aligned.

Figure 5-2 demonstrates the use of M&E within the organisation and its linkage to planning, implementation, monitoring and evaluation that forms an integral part of the strategic planning process to ensure alignment of the Sector skills plan and other planning documents.

Figure 5-2: Linkages between Planning, Implementation, Monitoring and Evaluation



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 2018/19 financial year, organisational performance has improved as compared to the previous financial years. While conducting monitoring activities,

it was found that stakeholders are complying with projects' execution requirements of the SETA, hence there were no major findings.

Table 5-1: SASSETA addressed strategic priorities

Strategic Priorities	Achieved	Not Achieved	Work in Progress	Commentary
Strengthen partnership with sector training institutions and academy	Achieved	None	None	None
Professionalization and transformation of the sector	Achieved	None	None	None
Improve information communication and technology (ICT) in the sector,	Achieved	None	None	None
Improve information communication and technology (ICT) in the sector,	Achieved	None	None	None
Building active citizenry in the fight against crime	Achieved	None	None	None
Support of SMME and entrepreneurship	Achieved	None	None	None

SASSETA continues to strengthen partnerships with sector training institutions and academies, professionalise the sector and, upgrade the ICT systems to enable the organisation to meet the challenges that come with the rapidly changing world of Technology. To promote the growth of public TVET colleges, SASSETA facilitated key partnerships between the sector (professional bodies and employers) and seven public TVET colleges. Through these partnerships, SASSETA was able to facilitate the implementation of key artisan learning programmes and the placement of TVET students in work environments to enable them to acquire relevant practical skills. This area is still work-in-progress.

We further initiated numerous skills programmes, targeting mainly youth in rural areas of our country. These skills programmes will be implemented as part of the SASSETA special projects geared at addressing the government agenda on skills development and employability of the South African youth.

Apart from numerous improvements realised within the organisation, one of the critical areas to be enhanced is the upgrading of our Information and Communication Technology (ICT) systems to enable the organisation to become more efficient and sustainable in the ever-changing ICT world.

The SETA believes more investment in these areas will enhance the service delivery and working relationship with our stakeholders. A re-alignment of our strategy objectives with the National Skills Development Plan (NSDP) is currently under way with the aim of reprioritising.

In our quest to increase our national footprint, additional to the regional offices opened in KwaZulu Natal in the previous year, we are geared towards opening more offices in other provinces in the next financial year. We hope to be able to report on progress in mainly rural provinces soon. All the above-mentioned initiatives will only be possible with requisite financial investment.

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

According to the 2019 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,
- v. Building active citizenry in the fight against crime, and
- vi. Support of SMMEs and Entrepreneurship.

The strategic priorities of the SETA are at the heart of the safety and security sector in the South African economy. Considering the nature of these priorities, you can establish this is work in progress and dependent on finalisation of strategic partnerships with specific organisations in the Safety and Security Sector and other relevant sectors.

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.

The SETA intends to intensify conclusion, operationalising and monitoring partnerships with employers, training providers, other SETA's and civil society organisations to ensure that current priorities are achieved. Other measures will entail (i) strengthening with training providers and academic institutions, (ii) link funding to performance indicators (governance charter report should be part of the indicators, and ensuring improved coordination between the Sector Skills Plan (SSP), the Annual Performance Plan (APP) and the Strategic Plan of the SETA (2018/19 Annual report, 2019)

The culture of good governance, administration and relevant protocols should filter throughout the institution, making decision-making smoother, easier and more distributed. This will be entrenched in the Medium-Term Expenditure Framework (MTEF) period by continuing to review business infrastructure and staff performance to support excellence; institutionalising a robust performance management system; and continuing to monitor the organisational performance against the strategic objectives, risk management and high-level performance indicators.

In future, we can improve our product offering by improving the quality of data and addressing the limitations of conducting impact studies. The success of SASSETA's skills development interventions and financial sustainability actions, will come through, among other actions, resilient strategic partnerships and collaboration with stakeholders that share the same vision.

5.4 Conclusion

Monitoring is a continuous assessment of a programmes or projects in relation to the agreed implementation schedule and project objectives. It is also a good management tool which should, if used properly, provide continuous feedback on the project implementation as well as assist in the identification of potential successes and constraints to facilitate timely decisions. In contrast, evaluation is a periodic assessment of whether the SETA has achieved its objectives and the defined outcomes. Evaluations draws on the data generated from the ongoing monitoring processes.

The performance of the SETA for the past three years gives credence to our M&E framework. The M&E data assisted us to sharpen our business processes through performance planning. Nonetheless, the unit is undergoing continuous learning to further improve their monitoring and evaluation know-how with an aim of bolstering efficiency and effectiveness. The next chapter (Chapter 6) focuses on SASSETA's strategic skills priority actions.

CHAPTER 6

STRATEGIC SKILLS PRIORITY ACTIONS

6.1 Introduction

As the Covid-19 pandemic escalates both globally and domestically, concerns about the ultimate impact on the South African economy are mounting. South Africa was already in recession when Covid-19 hit our shores, and Moody's credit rating downgrade to sub-investment grade was likely even before the lockdown, due to South Africa's stalled growth momentum, ballooning fiscal deficits and slow progress with essential structural reforms.

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 remain 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 several 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 have 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. The outbreak of the COVID-19 made us aware of the important of having fostering these partnerships order to adapt to a new normal brought by COVID-19.

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

It worth mentioning how the SETA strategic priority action discourses the outcomes of the NSDP. The first strategic priority action addresses the first and second outcomes 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 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 peaks to the transformation and professionalising of the sector. This strategic objective addresses the third outcome of the NSDP by making sure that all employees have access to the higher positions through skills development. Furthermore, outcome four, five and six are dealt with in the strategic priority action three and five as these strategic actions speak to the issues of the technical skills that the SETA plans to develop through learning interventions with the safety and security 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.

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 remains 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 will experience some challenges as all sectors of the economy have been affected by the COVID-19 outbreak. The Training institution had to adapt to the new normal that is brought by this pandemic. As 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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