



Transport Education Training Authority

Heart of Skills Innovation

ANNEXURE 3: CONTINUOUS IMPROVEMENT PLAN



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**higher education
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ANNEXURE 3: CONTINUOUS IMPROVEMENT PLAN

1. Introduction

The sector skills plan (SSP) is updated annually and TETA in collaboration with DHET have agreed on the use of the Continuous Improvement Plan (CIP) in the development of the SSP. The purpose of this plan is to promote quality in the development of the SSP together with the use of strategic documents to guide sector skills planning. It is against this backdrop that the CIP is developed and updated annually in line with improvements implemented by TETA on enhancing the quality and credibility of the SSP. In an attempt to achieve this continuous SSP improvement, TETA has undertaken the following actions prior and during the update of the SSP:

- Subject matter experts within the sector (representative of the state, state-owned enterprises, research agencies, higher education institutions, private providers and employers) were interviewed with the purpose of defining the scope of the sector, key issues and relevant core strategic drivers.
- Experts have been identified and will be evaluating the SSP update draft to ensure that it accurately reflects the national government priorities and sector needs.
- TETA will engage the SSP update with all relevant Government Departments in order for the Director-General and Skills Development/Capacity Building units to ensure that their strategic plans and strategies are adequately reflected in the SSP.
- TETA and the University of Witwatersrand (Wits CLEAR - AA) are working towards achieving the following objectives:
 - ✓ To improve the state of the labor market information provided in the SSP;
 - ✓ To establish a research repository for skills development research in the Transport sector which can enhance the quality of the SSP; and
 - ✓ Utilize the WSP data and apply research methods to determine occupational supply and demand.
- TETA staff will work with the Data Mining and Analysis team to ensure that the data modelling being conducted is what is required in order to construct a relevant Scarce and Critical Skills List which can be incorporated into the SSP.
- A stakeholder engagement plan has been developed with the objective of presenting the SSP Update Draft as broadly as possible. This incorporates a *Provincial Focus Group SSP Roadshow*, which will afford TETA the opportunity to present findings, strategic priorities and interventions to a sample of stakeholders for their input and validation. Main stakeholder target groups include Local Government, Community Leadership, Civil Society and employers.
- The Strategic Plan will constantly be evaluated against the SSP update, as the SSP is being updated up until the final submission.
- Through the Service provider, TETA staff members involved in the SSP development process will be capacitated in, among other areas, Policy Analysis, Data Analysis (ETQA / WSP / ATR) and data collection and validation (stakeholder engagement). This is an integral part of the project plan and takes place through job shadowing throughout the project and through a specific capacity building course as developed by the service provider.
- The research development and skills training will be encouraged for staff involved with the SSP development process.

Finally, TETA is committed to ensure that the SSP is professionally-researched and that it provides a sound analysis of the sector.

2. Research Agenda and Strategy

1.1 Current Status

One of TETA's strategic goals is to establish a credible institutional mechanism for skills planning. To build and sustain research capacity whose function is aimed at building institutional labour market research? Finally, the strategy is aimed at strengthening the existing skills research and planning processes and systems within the organisation.

Currently, TETA is faced with the following challenges:

- Inadequate staff capacity to carry on crucial research work within the transport SETA
- The current research management processes and policies are not adequate to support both TETA and the sector's research needs

As a consequence of the capacity gaps listed above, TETA is experiencing the following:

- Low rates of company participation into the WSP process
- Low research output
- No alignment of the current research output to relevant strategic requirements of TETA and the sector
- Low support to the SSP process, both in terms of technical support by internal staff and data support to feed into SSP

1.2 Progress made

In Partnership with University of Witwatersrand (Wits Clear - AA), TETA has commissioned a diagnostic to review TETA's research management systems, processes and capacity. The results of the diagnostic and review led to the construction of a new research strategy which will improve the management of research and the process of creating knowledge. The Research Strategy final report with recommendations has been presented to the CEO for approval and implementation.

2.3 Action Plan

The output of the research strategy will enable TETA to develop a research agenda that will prioritize undertaking of relevant research in TETA including the quality of research management, and specific research management policies and tools will be developed into a system that will standardize research management. These processes will be aligned to the needs of the transport industry and will be comparable to international practices. The standardization of research management systems will lead to TETA establishing and using evidence based decision making and planning through the establishment of appropriate monitoring and evaluation systems and promotion of evidence based planning in the organization. The research management systems and the development of the research agenda will inform and guide TETA's research activities and ensure that undertaking of research in TETA will be guided by the identified and relevant research needs in the transport sector; and that the research will always be in the interest of providing information that will contribute to solving of policy and/or operational challenges in the sector.

The TETA research strategy and agenda will ensure credible mechanisms for collection of information on performance of skills training programs and will also lead to strengthening of decision making and planning for human skills development and capacity to appropriately respond to labour market skills demands.

3. Collaboration with Universities, TVET colleges and other SETAs

3.1. Current Status

TETA is committed to forging partnerships with TVET Colleges, Universities and other SETAs to up skill the transport sector. We have rolled out a number of projects with TVET Colleges country wide ranging from training of assessors to the development of quality management systems. The TVET Colleges have the advantage of providing training in rural areas at an affordable cost. Their occupationally driven curricula fit in well with developing semi-skilled and unskilled workers in the sector.

The University of the Witwatersrand (CLEAR – AA) is the strategic research partner for TETA. Its objective is to provide credible research for sector skills planning and build research capacity within the organization. The universities of Cape Town and KwaZulu Natal are Centers of Excellence for the transport sector. These institutions are funded by the Department of Transport with the primary objective of increasing the supply of engineering skills in the sector. We envisage strengthening these partnerships and increased support further in 2016/17

3.2 Progress made

The following partnerships have been established with TVET Colleges and Universities

PARTNERSHIPS WITH TVETs, UNIVERSITIES		
Province	College	Deliverables
KZN Gauteng Limpopo Free State Western Cape	Umfolozi TVET, eThekweni Victory TVET, Ekurhuleni TVET Lephalale TVET, Capricon FET Motheo TVET, Goldfield TVET College of Cape Town, False Bay, Northlink	Training for assessors, moderator facilitators in line with ETD unit standards
Mpumalanga Northern Cape Western Cape Mpumalanga Northern Cape	Gert Sibande TVET Northern Cape Urban TVET College of Cape town, False Bay, Northlink Ehlanzeni TVET Northern Cape Rural TVET	TETA to provide QMS toolkit for programme approval
Mpumalanga Gauteng Northern Cape Western Cape Eastern Cape	Gert Sibande TVET, Ehlanzeni TVET Victory TVET, Ekurhuleni TVET Northern Cape Urban TVET College of Cape town, False Bay, Northlink, Boland, West Coast College Ingwe TVET	Development & delivery of the learning materials within TETA mandate
North West Gauteng Eastern Cape Western Cape	Taletso College Ekurhuleni TVET Ingwe TVET False Bay, Northlink, College of Cape Town	Assist 30 learners per TVET to obtain driver licenses
North West Gauteng Eastern Cape	Orbit TVET Victory TVET, Ekurhuleni TVET Ikhala TVET, Ingwe TVET	Support & moderate the assessment in line with SAQA criteria to meet learner endorsements on the NLRD

Western Cape North West	College of Cape Town, False Bay, Northlink, South Cape College, Taletso College	
Western Cape KZN	University of Cape Town University of Western Cape University of KZN University of Western Cape	Centres of Excellence (funded by Dept of Transport). Research Partner Centres of Excellence (funded by Dept of Transport) Strategic Research Partner
Gauteng	Wits University	

Memorandums of Understanding (MoUs) have also been signed between TETA and other organisations, including SETAs. The following are some of the partnerships:

PARTNERSHIPS BETWEEN TETA AND OTHER ORGANISATIONS	
ORGANISATIONS	Deliverables
LGSETA	2015: TETA will refer primary focus providers who have learning programmes and issues related to the programmes that fall within the primary focus area of LGSETA-ETQA to LGSETA -ETQA for learning programme approval. LGSETA will do the same for TETA.
AGRISETA	2015: TETA will refer primary focus providers who have learning programmes and issues related to the programmes that fall within the primary focus area of AGRISETA-ETQA to AGRISETA-ETQA for learning programme approval. AGRISETA will do the same for TETA.
FOODBEV SETA	2014: TETA will refer primary focus providers who have learning programmes and issues related to the programmes that fall within the primary focus area of FOODBEV SETA-ETQA to FOODBEV SETA-ETQA for learning programme approval. FOODBEV SETA will do the same for TETA.
FOODBEV SETA	2009: Advance cooperation between SETAs in terms of Artisan Training.
Apek/Antwerp/Flanders Port Training Center	2007: TETA establish an agreed framework for cooperation and collaboration in order to advance the objectives of International Standards through the SA National Qualifications Framework.
The South African Civil Aviation Authority	2006: Support the development of aviation qualifications, skills programmes and unit standards
CETA	2006: To promote a coherent and effective Quality Assurance System for education and training.
ECSA	2006: To participate and fund the activities of the Engineering Standard Generating Body.

3.3 Action plan

TETA has identified a need to form a partnership with Department of Environmental Affairs regarding Green Economy. The DEA is the lead agent for the Environmental Sector and the partnership will solicit avenues that can be undertaken to identify key areas of environmental skills demand and funding green skills learning programmes. TETA will also apply innovative ideas to strengthen partnerships with TVET colleges and built partnerships with different sub-sectors to improve the skills planning for the transport sector. TETA will also continue to foster research partnerships with HEIs and other research-based institutions, such as HSRC, CSIR and others.

New Partnerships

Partnership with QCTO

The SETA has also established a working relationship with the Quality Council for Trades and Occupations (QCTO) and is actively working with the QCTO to register occupationally directed qualifications for the Sector.

Partnership with Department of Environmental Affairs

TETA has identified a need to form a partnership with Department of Environmental Affairs regarding Green Economy. The DEA is the lead agent for the Environmental Sector and the partnership will solicit avenues that can be undertaken to identify key areas of environmental skills demand and funding green skills learning programmes.

Partnership with Industry and Labor

TETA works closely with industry and Labor on the SSP development process. The new partnership with these stakeholders will contribute in accelerating the implementation of Post School Education and Training under NDS IV. TETA will forge partnership with employer associations. The collaboration between TETA and the associations are important for a number of reasons such as industry policy formulation and Identification of industry skill needs and gaps

Research Partnerships

TETA will also continue to foster research partnerships with HEIs and other research-based institutions, such as HSRC, CSIR and others. TETA will embark on a process of appointing a Research Chair who will exercise authority on the review of all research proposals and shall in conjunction with the Research and Knowledge Manager, determine the suitability and appropriateness of the proposal for implementation and advice the relevant authorities accordingly. The criteria for the Research Chair appointment shall ensure that only relevantly qualified researchers are contracted to conduct research studies.

The Research Committee will be established and its role among other things will be to provide technical oversight over all research studies commissioned by TETA. The Research Committee shall review and approve research proposals and completed reports to determine their suitability for publication and advise the Research and Knowledge manager on suitable actions. The committee will also be responsible for the establishment of clearing house for dissemination of research results especially on sensitive issues requiring clearance by the Executive and the Board.

Through the Service provider (CLEAR-AA, University of the Witwatersrand) TETA staff members involved in the SSP development process will be capacitated in Policy Analysis, ETQA / WSP / ATR Analysis and stakeholder engagement. This is an integral part of the project plan and takes place through job shadowing throughout the project and through a specific capacity building course as developed by the service provider. The development of research skills will be encouraged for staffs who are involved with the SSP development process

4. Improving data sources

4.1. Current status

The following is the list of data sources and data sets used to update the 16/17 SSP:

Primary Data Sources

- Workshops
- Interviews
- WSP
- ATRs

Secondary Data Sources

- Stats SA Publications
- Infrastructure Development Plans
- The White Paper on Post School Education and Training
- Labour statistics
- Literature Review

4.2. Progress made

In preparation of the SSP, some process alterations were made. These include some of the following:

- Working with Wits' CLEAR-AA (SSP research service provider) to form an integrated research team which includes TETA internal staff. This way, TETA internal research staff had the opportunity to learn and close some of the internal capacity gaps
- The data analysis team (led by CLEAR-AA) managed to do a comprehensive preparation of the WSP data; correcting some data "gaps" dating to previous financial years. Furthermore, the team made lasting recommendations which will ensure accurate preparation and analysis of the WSP data going forward.
- The integrated research team made significant in-roads towards advocating for a more inclusive SSP preparation process by encouraging deeper involvement of key stakeholders through participative workshops,
- And, most importantly, the team highlighted, documented and devised plans to address many data and process gaps realized during the SSP process

4.3. Action plan

Improved data source will be achieved through increased participation of the sector in the skills development activities. TETA and stakeholder engagements, consultative forums and capacity building on TETA research activities, research management and identification of

areas in the sector needed to be researched will increase awareness of TETA research strategy. This will sensitize the skills development partners to identify issues likely to benefit from information and evidence from research studies.

In order to ascertain deeper and more useful information about the sector (for enriching the SSP); TETA should commission separate and specialized research projects aimed at the following chapters of the SSP:

1. Profile of the Transport sector
2. Profile of Key Skills Issues in the Transport sector
3. The nature and Extent of skills mismatch (difference between supply and demand)

4.3.1 Data Integrity

In order to produce data which is both accurate and usable, TETA should make some changes aimed both improving data Coverage and data relevance:

Data Coverage (improving Participation Rates)

- The current sample size of the WSP only represents 5% of the entire population of businesses in the Transport sector; In order to improve participation into the WSP, TETA should
 - Encourage completion of the WSP throughout the financial year, as opposed to specific period of the year.
 - TETA should work with SARS and DoL to update and improve the list of registered SDL registers. This way, TETA will have an updated list of contacts to communicate with all sector stakeholder to complete the SDL
 - TETA should consider organizing and hosting cluster seminars (clustered by Geography) for skill development key personnel within each company in the sector. This will both increase TETA's visibility and provide a platform to collect other forms of data
 - It is encouraged that TETA considers innovative methods to increase participation, these can include:
 - Running an annual competition aimed at a speedily and accurate completion of the WSP
 - Annual company reporting awards

4.3.2 Data Relevance

In order to keep the research function relevant to the operational issues of the transport sector; TETA should consider the following:

- TETA should identify opportunities to collaborate with companies towards research projects covering common topics of interest. This will allow TETA to keep up with industry trends and research interest & gaps
- TETA should build a process aimed at soliciting research topics from sector participants
- The following alterations in the WSP should be implemented:
 - Addition of a section to which will allow businesses to provide new occupation types beyond an existing list of occupations on the SSP
 - Addition of a section which will allow businesses to enter an absolute number of open vacancies, irrespective of whether they are scarce or critical skills
- TETA should consider hosting useful services on the TETA website for employers in the transport sector. A good example of such a service is:

- Hosting a job advertisement service

5. Organizing Framework for Occupations (OFO) and Sector PIVOTAL skills list and data/baselines

5.1. Current status

The establishment of the QCTO and the shift towards occupationally-directed qualifications has necessitated TETA to accelerate the re-curriculisation of legacy qualifications to meet the QCTO requirements and OFO Mapping of qualifications to OFO and NQF Framework.

5.2. Progress made

The updated SSP includes the usage of OFO version 13 in the 2015/16 financial year that will be used for skills analysis and reporting. Employer's workshop on the WSP submission requirements and the use of OFO ver. 13 has been conducted

5.3. Action plan

Information will be used from the WSP/ATR submitted to draw scarce and critical skills/occupations list with OFO codes version 13 and will create PIVOTAL skills list. New qualifications will be developed to address scarce skills not covered by existing qualifications and new OFO codes.

6. Developing mechanisms for Skills Planning

TETA intends to develop an all year programme for SSP development for continuous collection of data information on industry skills needs and labour market trends within the transport sector. Key role players in the sector will be identified including the formation of strategic research partners to conduct empirical research for skills planning. The objective is to improve credible research data for sector skills planning, build research capacity within TETA and to allow adequate consultation to improve stakeholder participation and inputs. The continuous collection of data information will include literature review, stakeholder engagement and consultation and gathering of statistical information and new data. Data mining will be conducted for complete, reliable and credible data. The annual planning cycle and activities for Skills planning and SSP development will be developed and communicated to all stakeholders.

6.1 How has the LMIP (Labour Market Intelligence Partnership) assisted TETA in its Skills Planning activities?

The Human Sciences Research Council (HSRC) has been commissioned by the Department of Higher Education and Training to lead and coordinate research towards developing a credible institutional mechanism for skills planning. This mechanism will better promote the national priority of a skilled and capable workforce to achieve an inclusive growth path.

A consortium consisting of the HSRC, the Development Policy Research Unit (University of Cape Town) and the Centre for Researching Education and Labour (University of the Witwatersrand) has been established to drive the research agenda known as the Labour Market Intelligence Partnership (LMIP).

In July 2015 TETA appointed Nofel Projects (Pty) Ltd to conducted a Tracer Study on candidates funded for Maritime and Logistics studies in South Africa and Belgium for the period 2010–2014. The terms of reference for the study included:

- Evaluating the existing delivery model;
- Assessing the impact, with regard to acquired skills and knowledge, of training and exposure afforded to the candidates under the auspices of the BTC programme;
- Evaluating the direct benefit realised by organisations from returning candidates;
- Investigating what improvements can be made to the programmes to be more and beneficial to the organisations and the country as a whole; this includes an assessment on integrating the programme into the portfolio of the Maritime School of Excellence;
- Evaluating existing candidate recruitment, evaluation and selection and suggest a better model if required;
- Investigating graduate and employers perceptions of the programme; conduct survey in South Africa taken into account the risk of a low return rate of questionnaires.

The project was concluded in March 2016. The Tracer Study report with findings has been deposited to the LMIP repository, to assist the Labour Market Intelligence Partnership in continuing its efforts to build a research repository on post-school education. TETA will continue to send current and future research reports to LMIP, and also source information from LMIP since it is a knowledge hub for research and information on skills development, education, training and labour market intelligence.

6.2 Alignment between the SSP, Strategic Plan and Annual Performance Plan

A researched SSP informs the strategic Plan which accurately reflects the strategic outcome oriented goals and objectives. This is a goal which TETA will endeavour to achieve. Quantified and time-bound goals, consolidated from the defined strategic objectives, are captured into the long-range plans that form part of the Strategic Plan; these are subsequently reduced to quarterly targets in the TETA Annual Performance Plan.

TETA strategy is driven by the following skills development priority framework, drawn from the dictates of the NSDS III, contemporary national priorities, transformation agenda and Transport Sector needs. The following table provides a high-level description of each of the 10 strategic priority areas:

PRIORITIES	STRATEGIC GOALS	OBJECTIVE STATEMENT
Research	Establish a credible Transport Sector institutional mechanism for skills planning, create and sustain research capacity on labour markets within TETA.	<ul style="list-style-type: none"> ▪ Enhance staff capacity in the Research unit; ▪ More engagement with Sector companies to validate research findings; ▪ The Research unit will conduct tracer studies to enhance research repository; ▪ More research collaboration agreements will be entered into with HEI's and credible Sector players.

PRIORITIES	STRATEGIC GOALS	OBJECTIVE STATEMENT
Career Guidance	Building career and vocational guidance, especially to encourage females to enter the Sector	<ul style="list-style-type: none"> ▪ TETA will undertake career outreach for Grade 9 learners to encourage subject choices that will enable careers in Transport; ▪ 60% career guidance focus will be in the rural areas;
TVET Colleges	Promoting the growth of a public TVET college system that is responsive to Sector, local, regional and national skills needs and priorities	<ul style="list-style-type: none"> ▪ TETA will provide empowerment support to encourage growth of the TVET system through expansion of curricula to include Transport studies, student enrolment through bursaries and lecturer capacitation.
Management and Leadership	Enhance middle management and executive leadership capabilities	<ul style="list-style-type: none"> ▪ We will innovative and implement tailor-made training and mentorship solutions with a global perspective for the Transport Sector.
SMMEs	Improve the competitiveness and job creation propensity of SMMEs by creating greater access to skills development	<ul style="list-style-type: none"> ▪ We will provide support to SMMEs and NGOs to capacitate them to grow into formal, sustainable and levy-paying entities, where possible.
Artisans	Increase the pool of artisans in the sector	<ul style="list-style-type: none"> ▪ TETA will work with Sector partners to fund artisan development.
Rural Development	Support rural development, including NGOs, CBOs and other organisations in rural areas;	<ul style="list-style-type: none"> ▪ For the majority of our programmes, we will ensure that they are based in the rural areas.
Access	Increase access to occupationally directed programmes to address critical and scarce skills shortages	<ul style="list-style-type: none"> • Our programmes will provide more access opportunities to learning institutions and workplaces for youth, women and other categories of deserving beneficiaries; • We will implement support programmes that provide appropriate coaching to teachers and learners, and governance training for school management structures Bodies across our 56 adopted schools; • We will support development and delivery of gateway subjects for learners; • We will provide learner Driving License support; • We will provide bursaries to qualifying learners.
WSP / ATRs	Increasing submissions of WSP/ATRs, especially for SMMEs	We will increase our WSP/ATR participation through stakeholder coaching and advocacy programmes.
Green Economy	Skills planning for a green Transport Sector	We will continue to support green economy research and development projects for the benefit of the Transport Sector.

7 Alignment with Government Priorities

7.1 Currents Status

The NSDS III is the guiding strategic document for all TETA strategic plans and priorities as well as other government programmes such as Transport 2050 strategy, the National Development Pan, the New Growth Path, IPAP 2, the Rural Development Strategy, and Environmental Strategy.

7.2 Progress made

In July, 2015, TETA conducted a three (3) day strategic session or workshop with internal stakeholders which include SWOT analysis and recommendations on government's emerging trends and priorities and aligned those with TETA priorities including the SSP. Subject matter experts within the sector (representative of the state, state-owned enterprises, research agencies, higher education institutions, private providers and employers) were interviewed with the purpose of defining the scope of the sector, key issues and relevant core strategic drivers

7.3. Action plan

Experts have been identified and will be evaluating the SSP update draft to ensure that it accurately reflects the national government priorities and sector needs. TETA will engage the SSP update with all relevant Government Departments in order for the Director-General and Skills Development/Capacity Building units to ensure that their strategic plans and strategies are adequately reflected in the SSP.

8 Research Capacity in the system

8.1. Current status

TETA is mandated to identify skills gaps and provide skills development training to fill skills gaps in the industry. One of the TETA strategic goals is to establish a credible institutional mechanism for skills planning and build sustain research capacity on labour markets. The organisation has to build the research capacity to strengthen the organisation's capacity to conduct research and plan using data. In order to identify skills needs and gaps in the industry, TETA need information and tools to assist in the mapping of skills required as well as identify skills that are scarce and develop and/or identify programs to address skills requirements in the industry.

8.2. Progress made

TETA decided to establish a system that will collect information on skills challenges in the transport industry through the establishment of research studies to monitor, evaluate and generate new evidence on existing and emerging problems.

The TETA research strategy development was a result of the response to TETA strategic objective of establishing a credible research and knowledge unit to provide evidence based information to strengthen work skills development programs in TETA. The recently established Research and Knowledge Unit undertakes and supervise research to find solutions to quality and operational problems in the identification and development of skills development training in the transport sector. TETA established a research partnership with the University of Witwatersrand.

8.3. Action plan

TETA will embark on a process of appointing a Research Chair who will exercise authority on the review of all research proposals and shall in conjunction with the Research and Knowledge Manager, determine the suitability and appropriateness of the proposal for implementation and advise the relevant authorities accordingly. The criteria for the Research Chair appointment shall ensure that only relevantly qualified researchers are contracted to conduct research studies.

The Research Committee will be established and its role among other things will be to provide technical oversight over all research studies commissioned by TETA. The Research Committee shall review and approve research proposals and completed reports to determine their suitability for publication and advise the Research and Knowledge manager on suitable actions. The committee will also be responsible for the establishment of clearing house for dissemination of research results especially on sensitive issues requiring clearance by the Executive and the Board.

Through the Service provider (CLEAR-AA, University of the Witwatersrand) TETA staff members involved in the SSP development process will be capacitated in Policy Analysis, ETQA / WSP / ATR Analysis and stakeholder engagement. This is an integral part of the project plan and takes place through job shadowing throughout the project and through a specific capacity building course as developed by the service provider. The development of research skills will be encouraged for staffs who are involved with the SSP development process

Staff Capacity

Short Term Activities

In order to adequately meet research operational requirements in the short term, TETA should make use of external research experts in the following manner:

- Each research/technical work contract commissioned by TETA should require the service provider (research experts) to incorporate some form of research capacity development for TETA internal R&K unit staff. This should be part of the list of deliverables of the research/technical work contract
- For each research/technical contract commissioned, TETA should aim for arrangements (with the service provider) which allow TETA internal staff to be part of an integrated team which in part consists of External research experts (as would be hired by TETA) and in part, consists of TETA internal staff. For each subsequent project, TETA internal staff should be encouraged to take on increasing research responsibility, until such a time that TETA does not need to pay for skill acquired internally.

Medium to Long Term Activities

- TETA should hire capacity development technical advisors to conduct a skill diagnostic in order to ascertain TETA's level of research skills gap and, recommend a plan to capacitate internal staff.
- TETA should consider recruiting 2 to 3 more experienced M&E and/or research practitioners in order to boost internal capacity and through peer training, further assist in closing capacity gaps of internal staff.
- TETA is strongly recommended to implement the research strategy as recommended by the Centre for Learning on Evaluation and Results – Anglophone Africa (CLEAR-AA)

9 Career advice system

9.1 Current Status

TETA strategic goal 4 – **“A post-school strategy for youth for further access and work experience to improve employability”** indicates how the SETA prioritizes career guidance. Two of the strategic goal outcomes are to “distribute Transport Sector career guides/booklets with labor market information” and to “coach career guides experts and sector specialists. Career guidance exhibitions have been conducted for learners and youth throughout the nine provinces. The focus is primarily on rural areas where the SETA does not have satellite offices.

9.2 Progress made

Transport Sector career information booklet has been developed containing labour market information for youth who want to pursue transport related careers. The career guide booklets were developed with the aim of assisting learners in the post school system to make the right career choices. School teachers are also capacitated on relevant information for them to advice learners better in relation to careers in the Transport Sector.

Career promotional packs e.g.- educational playing cards are developed as well to serve as an enhancement of TETA messaging primarily to the learners and other related participants. The information/content of the learner guide and career promotional packs includes eight transport subsectors:

- Aerospace
- Forwarding and Clearing
- Freight Handling
- Maritime
- Rail
- Road Freight
- Road Passenger
- Taxi

Career advisors and specialists are capacitated on the career guide to a level where the content of the career guide is shared both verbally and nonverbally to ensure the target audience can have a great understanding and take action regarding the careers listed.

9.3 Action plan

Eighteen career expos nationally are targeted for the 2016/2017 financial year. The 16/17 TETA learner guide will be reviewed and updated to incorporate new industry transport sector information.

10 Role of Accounting Authority in the development of the SSP

10.1 Current status

The core responsibility of the TETA Board is to review and sign-off a Sector Skills Plan as mandated by the Skills Development Act of 1998 as amended. TETA Board facilitates the delivery of sector-specific skills interventions that help to achieve the goals of the National Skills Development Strategy (NSDS) III

Strategic Plans including the SSP are developed by the management of the Transport Education Training Authority (TETA) under the guidance of the TETA Board and the Department of Higher Education and Training and takes into account all the relevant policies, legislation and other mandates for which TETA is responsible.

10.2 Progress made

Eight currently active Chamber Committees comprising of employer and labour representatives are chaired by different TETA Board members. Chamber Committees are Board sub-structures and their primary role is to represent each sub-sector's Skills Development needs. After the SSP stakeholder engagement processes, the scarce and critical skills lists of different sub-sectors are presented to the Chamber Committees for review and approval.

10.3 Action plan

In an attempt to produce a high level Sector Skills Plan and intensify Research activities, the Skills Planning Committee will be established in accordance with the TETA constitution. The committee will comprise of chairpersons of the abovementioned Chamber Committees and will play an oversight role in the SSP development process and other planning and research activities. This Committee will also play a pivotal role in the appointment process of the Research Chair.

11 Stakeholder engagement in preparation for the SSP

11.1 Current status

Primary Data Sources like workshops and interview were used to gather data according to the DHET SSP chapters. Workshops and focus group discussions with stakeholders and Interviews with key informants in the Sector were conducted. The data was mainly qualitative and indicators were sought to gather new data for SSP or to validate some of the data gathered through group discussions and in-depth interviews.

11.2 Progress made

Two tools were developed to gather data. The *first tool* was used to gather data from planning workshops. The workshops were conducted with key stakeholders where there is a high volume of stakeholders, namely in Port Elizabeth (Eastern Cape Province), Cape Town (Western Cape Province), Durban (KwaZulu-Natal), Polokwane (Limpopo) and Johannesburg (Gauteng) in the months of April and May 2016. Furthermore data were collected from the remaining provinces across all the eight subsectors. The workshops solicited inputs from the representatives of the different transport subsectors.

The *second tool*, directed at professional bodies and captains of industries was used to gather data through a survey. The survey was conducted of the professional bodies corresponding to the 8 subsectors of TETA as well as captains of the Transport industry. The data gathered were structured along the lines of the chapters of the report as required by DHET.

11.3 Action plan

Stakeholder engagement plan has been developed with the objective of presenting the SSP Update Draft as broadly as possible. This incorporates a Provincial Focus Group SSP Roadshow, which will afford TETA the opportunity to present findings, strategic priorities and interventions to a group of stakeholders for their input and validation. Main stakeholder target groups include Employer associations, Local Government, Community Leadership, Civil Society and labour.

12 Conclusion

- The TETA SSP has been prepared in accordance with the provisions of the Skills Development Act (Act of 1998) and the SSP evaluation requirements of the Department of Higher Education and Training. However, in an attempt to develop a high level SSP there are certain CIP areas that needs to be addressed. Some of the CIP matters have been accomplished, although TETA is continuously working on strengthening and improving the SSP development process. Reference is made to matters such as:
 - collaboration with Universities, TVETs, and other SETA's – partnership MOUs signed and intended outcomes have been achieved

- Organising Framework for Occupations (OFO) and Sector Pivotal List – Stakeholder WSP submission is in line with current OFO version 13 and the Pivotal List has been drawn for the WPS’s
 - Alignment with between the SSP. Strategic Plan and Annual Performance Plan –SSP is linked with the Strategic plan which is reduced to quarterly targets in the annual performance plan
 - Alignment with government priorities – NSDSIII is the guiding strategic document for all TETA strategic plans and....
 - Career advice system – A post school strategy is for youth for further access and work experience to improve employability is one of TETA’s strategic goal
 - Role of accounting authority in the development of the SSP – TETA review, signs-off the and facilitates the delivery of the sector specific interventions that helps to achieve the goals of the NSDSIII
 - Stakeholder engagement in the SSP – workshop, focus groups discussions with stakeholders and interviews with key informants in the sector were conducted.
- The following are CIP matters that have not yet been accomplished. These will be addressed as per the action plans.
 - Research agenda and strategy
 - Improving data sources
 - Developing mechanisms for skills planning and
 - Research capacity in the system

CHIEF EXECUTIVE OFFICER

Mrs Maphefo Anno-Frempong
Date: 01 August 2016

CHAIRPERSON: TETA BOARD

Mr June Dube
Date: 01 August 2016