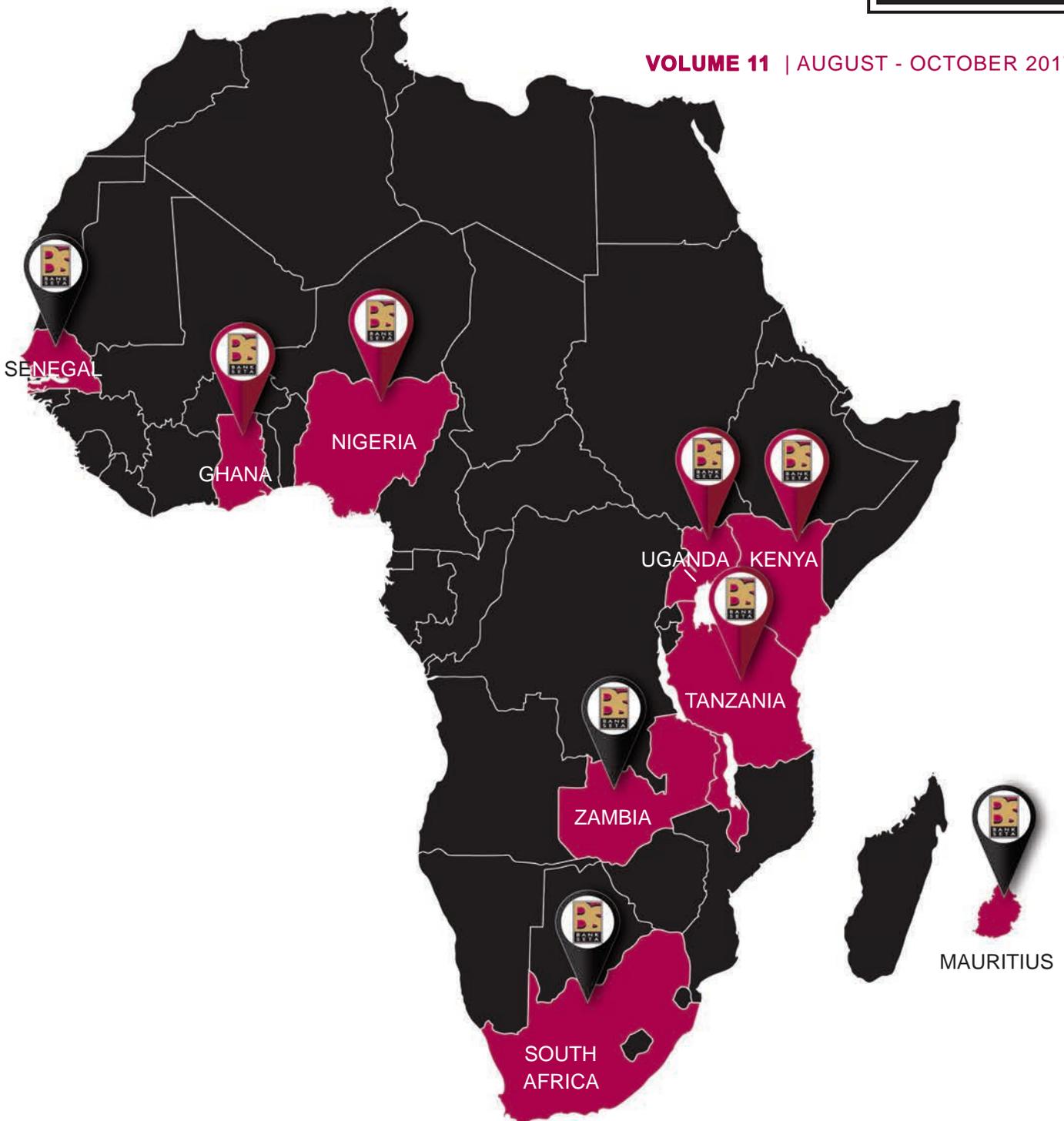


THE ACCOUNT



VOLUME 11 | AUGUST - OCTOBER 2017



Roadmap of the BANKSETA's Africa journey through the **International Executive Development Programme* and the **Africa Executive Development Programme*

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ENABLING SKILLS DEVELOPMENT IN THE BANKING AND MICROFINANCE SECTOR

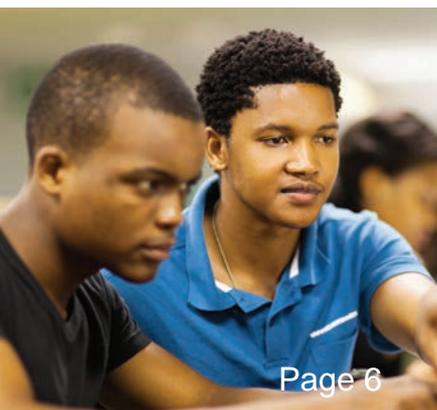




WOMEN'S MONTH AUGUST 2017 Empowering Women

Calling on women from all walks of life to pursue their ambitions in order to achieve gender-balanced leadership.

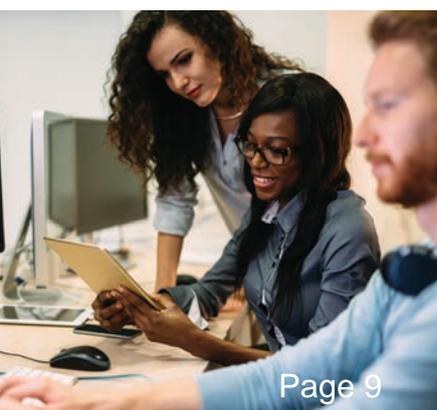




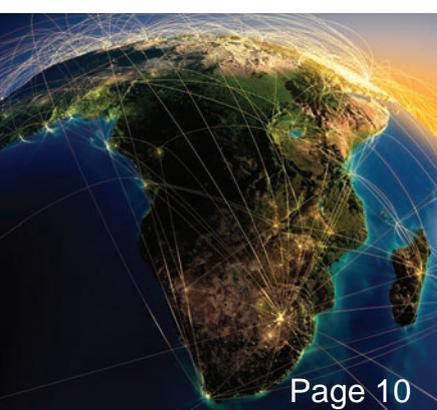
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EDITOR'S NOTE



Busisiwe Lubisi | Editor

Greetings to you all, our valued stakeholders

As we go into the third quarter of the year, the BANKSETA team has, without a doubt, braved the winter chill and continued working in partnership with the banking, microfinance, education, governmental and non-governmental institutions that are committed to skills development. It is with great pride that we thank all of you for tirelessly making time to join forces with the SETA team and for sharing innovation in skills development and training initiatives throughout the years.

In this issue, we focus on a number of achievements which include the BANKSETA's

footprint across the African continent. Over the years, the BANKSETA has spread its footprint through the International Executive Development Programme. The organisation has once again innovatively encouraged collaboration efforts in skills development beyond the borders of South Africa, by facilitating an intervention that will see skills transfer occur amongst countries in Africa through the Africa Executive Development Programme.

We also share with you uplifting beneficiary stories, the SETA's role in the inclusive banking sphere and the empowerment of small and medium entrepreneurs, amongst others. We hope you will also go through the book reviews section for some inspiration. We

encourage you to visit our social media pages and our website, which we will be revamping into a much more user-friendly platform.

Until we touch-base again.

Regards,

Busisiwe Lubisi

‘ We also share with you uplifting beneficiary stories, the SETA’s role in the inclusive banking sphere and the empowerment of small and medium entrepreneurs, amongst others. ’

THE EXECUTIVE'S VIEW



Caroline King | BANKSETA Acting CEO

The BANKSETA Board and management are cognisant of the hard work and dedication that has gone into winding down the previous year's programmes, and kick-starting financial year 2017/2018's Annual Performance Plan. All while preparing for the Auditor-General's visit to the BANKSETA premises, to conduct the final audit during June and July.

This merger of closing off the previous year while launching the new one results in added pressure, and it is a critical time for the BANKSETA. During this time, we find ourselves looking prospectively at what's to come, and retrospectively at what has been achieved. As such, we eagerly await the impact assessment results of the National Skills Development Strategy (NSDS) III, as a reflection of what has been accomplished.

As we closed off the 2016/17 financial year, we hosted graduation ceremonies and are proud to note that our overall targets have been met, as we continue to fulfil our mandate. In launching the Annual Performance Plan, our academic programmes are now in full swing, the most exciting of which being the International Executive Development Programme (IEDP) for both general and investment banking, each delivered by dedicated providers, which comprises the African Expansion Programme.

In terms of this Expansion Programme, specific focus is placed on building executive teams across the continent, in all areas where the BANKSETA has a presence. The purpose of this programme is to support banks with their expansion plans for Africa. This is achieved by providing local banks with the

opportunity to create a high-level talent pool of individuals who can head the establishment of a new bank in any of the selected African countries, enabling the transfer of knowledge and skills.

This innovative programme was launched at an event held on 14th of May 2017. It is topical, it is about Africa, and it is specifically for those that intend to be more present across the continent. It offers the opportunity to learn from a local context, with a fresh perspective.

Another ceremony that stands out from the last quarter is the graduation celebration held at the University of Zululand (UNIZULU) campus on the 12th of May 2017, for the many graduates of the UNIZULU Bachelor of Commerce degree in Accounting. Having begun funding for this programme in 2012, it is a privilege to see the initial candidates now graduating and to witness the many rewarding returns on the investment made.

As is always the case in the SETA environment, governance compliance requirements remain stringent, and the pressure to perform is constant. As additional governance requirements arise, we have to be extra vigilant, while maintaining our focus on what we need to achieve. While the BANKSETA reports to the Department of Higher Education and Training, the banks are regulated by National Treasury, and any new governance requirements set by Treasury also affect the SETA.

To ensure compliance, we have focused on balancing the Treasury's requirements with our operational structure. With this focus on

the bigger picture, the BANKSETA team has done an excellent job, ensuring that we are aligned in all respects, supporting our Sector Skills Plan (SSP) while developing the Annual Performance Plan.

As we look forward to discovering how the SETA landscape will change after 2020, we maintain our plans and ensure that they meet the needs in the sector. Through research, monitoring and evaluation, we strive to focus on the national priorities.

We recognise that our achievements as a SETA are an indication of the calibre of the BANKSETA team; a team which has overcome many challenges. Now is the time to maintain our positive momentum and high level of teamwork.

It is essential that we keep to our mandate, maintain a focus on our vision and deliver on our mission.

Yours in enabling skills development.

Caroline King

BANKSETA INVESTS R25M AT THE UNIVERSITY OF LIMPOPO



‘The BANKSETA is not prescribing to the Public Institutions of Higher Learning which academic programmes they should offer as we aim to encourage innovative approaches.’

The BANKSETA's strategic focus includes capacity-building and promoting access to higher education institutions. In doing so, the organisation enters into Memoranda of Understanding (MoUs) with South African public Universities or Non-Government organisations to implement the BANKSETA strategy. The banking and microfinance sector plays a significant role in ensuring that our youth is provided with platforms to learn and acquire workplace experience.

The BANKSETA has signed a grant agreement with the University of Limpopo (UL), to assist previously disadvantaged students who require support to complete their studies in the fields of Bachelor of Accountancy (BCom), Bachelor of Commerce (BCom Economics) and Bachelor of Science (BSc Mathematical Sciences). The BANKSETA fund has invested R25,5 million in the institution, to fund 210 students through bursaries within the selected streams.

BANKSETA General Manager, Operations: Christine Fritz says, ‘BANKSETA has partnered with public higher education institutions to develop scarce and critical skills for occupations that are in short supply in the banking sector. BANKSETA also aims to improve how it responds to the needs of the broader banking and inclusive banking sector. Lastly, to introduce students to the world of work and to share the career opportunities available to these students early on in their studies, by connecting them with potential employers upon completion of their qualifications’.

The bursaries will assist second and third year South African students who meet BANKSETA's minimum requirement of a 60 percent average final year pass mark. The bursaries will only be valid for the 2017 academic year and the funding will go towards the students tuition, meals, prescribed text books and accommodation fees, on or off campus.

The Vice-Chancellor and Principal, Professor Mahlo Mokgalong welcomed the BANKSETA grant. ‘This will help to address the national student funding crisis and the shortage of critical scarce skills within the banking sector. The institution hopes to continue this partnership to help bridge this gap,’ says Professor Mokgalong.

‘The funding from BANKSETA is opening new opportunities to students who are in the BCom Accountancy stream at this institution and have been historically excluded by various funders’ said Professor Blessy Sekome, Acting Accountancy Director.

The programmes we are funding are demand driven in improving the probability of employment in the case of unemployed beneficiaries, and enhanced employment in the case of existing employees. The BANKSETA is not prescribing to the Public Institutions of Higher Learning which academic programmes they should offer as we aim to encourage innovative approaches.

A CHANGED LIFE AND IMPROVED SKILLS FOR LILLIAN CHIRWA

My name is Lillian Chirwa and I am 26 years of age. I am an introvert but I tend to find myself opening up to others depending on the situation I am in, the type of environment I am in, as well as the task that I have been allocated, be it in my personal or work environment. I have a firm standing on morals and values.

I got to know about the BANKSETA Business Analyst Programme while searching for jobs in relation to a business analyst role, as I was unemployed at that time. The successes that I experienced while on this programme included being part of one of the largest financial institutions for my practical training, being able to engage with various departments so as to build my brand in the workplace, and obtaining a qualification at the end of it all.

I have to say that there were also challenges in my journey. Being in the first group participating in the Business Analyst Programme, we had to take things as they came in terms of training material and the uncertainty of how the programme worked. This was understandable, as BANKSETA had not had a Business Analyst group before.



Lillian Chirwa

‘ The successes that I experienced while on this programme included being part of one of the largest financial institutions for my practical training. ’

The programme impacted on my personal and professional life and on a personal level, I am now even more confident than I was when I started the programme, I certainly believe in myself more than I initially did.

The tasks that were given to us during this programme most definitely have had a great contribution towards this. Professionally, because of this programme I have managed to build my brand in the work environment, and my skills and social ability on a corporate level have greatly improved.

The advice I would impart to future beneficiaries is that, when one is awarded an opportunity, grasp it tightly with both hands, do not take it for granted as you may end up like me and be set up professionally. It is important to hit the ground running.

As challenging as the programme was, I enjoyed every single moment, BANKSETA has honestly assisted me in putting my name on the ‘map’. If given the opportunity I would do this all over again.



BRINGING INCLUSIVE BANKING TO RURAL COMMUNITIES, ENTREPRENEURS & SMEs



Shaun Starr



‘The purpose is to have more impact, it is not just about reaching targets, but about making a difference in people’s lives while positively impacting the economy.’

To best serve the banking and microfinance sector, the BANKSETA is driven by data. In-depth analysis forecasts and projections for five, ten or even fifteen years into the future, ensuring that the SETA remains relevant, fulfilling the sector’s needs. This is essential to delivering programmes that make a real difference in the real world of work.

With extensive experience and expertise in the development and implementation of high quality, compliant education and training programmes, Shaun Starr manages the Inclusive Banking department at BANKSETA. He leads the department in supporting the second and third tier financial institutions, as well as the microfinance and unbanked sector. Driving four projects entails much hard work and coordination, but it is a labour of love to Starr, who is passionate about developing his sector.

The BANKSETA’s Inclusive Banking department is currently supporting Small and Medium Enterprises (SMEs), by offering an SME Funding Window for training to small levy payers who have submitted a Workplace Skills Plan (WSP). Secondly, the Entrepreneurship Development Programme offers a financial management course to 400 entrepreneurs across the country through the Cape Peninsula University of Technology (CPUT). The Rural Development Project aims to build rural capacity with financial management skills and regulatory training, empowering them to operate in customer service or as loan officers. Lastly, the department’s Cooperative Support Project works

with Cooperative Finance Institutions (CFIs), providing loans and support through structured programmes.

‘These programmes are delivering outstanding results, thanks to reliable project partners and an engaged sector that appreciates the opportunities presented,’ says Starr. ‘For the SME Funding Window, to the value of R5 million annually, the beneficiaries choose their own training provider. In delivering the Entrepreneurship Development Programme, the CPUT received funding for R10 million and plays an integral role, while Debt Advice is the successful service provider for the Rural Development Project valued at R10 million.’

According to Starr, the structure of the CFI Support Project, which is R2 million, differs slightly. All CFIs with a book of more than R50 million must register with the Cooperative Banks Development Agency (CBDA) to secure the right service providers for training. This model works well. CFIs that do not qualify for CBDA membership are capacitated to grow, through partnerships with other SETAs, such as the AgriSETA. By giving these CFIs financial skills, support to levy payers is increased and a positive cycle is created,’ confirms Starr.

Since 2014, the Entrepreneurship Development Programme has supported 340 beneficiaries, while the Cooperative Support Project has aided 124 cooperatives. Through the SME project,

171 financial SMEs were supported, and the Rural Development Project has assisted 634 beneficiaries.

With a focus on small organisations, the inclusive banking department strives to create sustainable businesses, supporting their longevity. The BANKSETA targets have been met and exceeded. In this environment, strict reporting is required, and these successes reflect a passion to guide the process, ensuring the utmost quality.

According to Nampusheng Madiba, CEO of Bafazidjembe Trading (Pty) Ltd and a beneficiary of the Entrepreneurship Development Programme, the experience was life changing. ‘The programme was really eye opening. I have learnt a lot, and what really stood out for me was learning the importance of my business finances. There has been drastic improvements in my business.’

Such reactions are commonplace in all of the programmes. ‘Due to the level of data analysis conducted, we know where the gaps lie, what the National Skills Plan requires, what the forecasted trends are, and the effect of disruptors such as digitisation. This allows us to adapt our processes and approach accordingly, and select the right service providers for the job. With targeted programmes that meet real needs, recipients are always grateful. The purpose is to have more impact, it is not just about reaching targets, but about making a difference in people’s lives while positively impacting the economy,’ concludes Starr.

MY LIFE WAS IMPROVED THROUGH A BANKSETA INTERNSHIP

The Co-operative Banks Development Agency (CBDA) strives to professionalise the co-operative finance landscape, and partners with co-operative banks to build capacity. Onalenna Maselwanyane was enrolled into the Business Analyst programme as an intern. Here is her account of how this programme positively impacted her career path.

Joining CBDA as an intern was the best opportunity, offering real work environment experience. Through this programme, I learnt more about the career path that I am pursuing. I was also given the opportunity to explore different career options, while identifying my strengths in the professional work environment.

I soon realised that the internship was definitely not about making copies and coffee, or picking up dry cleaning for your superiors. This is what people usually perceive it to be, but this was not the case at all. Through the internship I was exposed to a hard-core, professional work environment, where I learnt a lot about work ethic, people and exactly how to be my best in a professional workplace.



Given the opportunity as an intern, I learnt that time management, team work and

communication are the keys to success in the workplace. I discovered that working in a fast-paced work environment, every minute counts; whether it is making phone calls, attending meetings, completing tasks or meeting deadlines - I had to manage my time and learn to be communicative with my team in order to avoid unnecessary failure.

I can now proudly confirm that I have a clear direction of the career path to follow and the internship helped me to set the foundation for my career.

Having been given the opportunity to network, travel and connect with other professionals, the internship exposed me to experts who taught me how to attain my professional goals. I was willing and open to learn anything from the organisation and all the training that I received was exceptional.

I would like to extend my gratitude and thanks to the BANKSETA and CBDA for giving me this great opportunity. It has been a wonderful experience, and I hope and believe that it will not end here.

“I soon realised that the internship was definitely not about making copies and coffee, or picking up dry cleaning for your superiors.”



AFRICA MATTERS



Angie Naidoo

‘The BANKSETA is mandated with the responsibility to support the growth of the banking industry by ensuring that relevant and appropriate skills are available to meet the skills demands of the sector.’

Once again, the BANKSETA has innovatively encouraged collaboration in skills development beyond the borders of South Africa, by facilitating an intervention that will see skills transfer occur amongst countries in Africa. The BANKSETA's flagship project, the Africa Executive Development Programme is aimed at shaping leadership in banking and strives to create a sustainable banking sector where access to banking services is available to all. This calls for a paradigm shift from an elitist and exclusionary banking system to a mechanism that ensures financial inclusion becomes a reality on the African continent.

‘This project was developed through the collaborative efforts of ABSA, FirstRand, Nedbank and Standard Bank,’ confirms Angie Naidoo, BANKSETA's Head of Research. ‘The Africa Expansion Steering Committee was established to provide invaluable contribution through the sharing of knowledge and expertise that will ultimately result in the further shaping of the African banking sector.’

At the 2016 Global African Diaspora Summit, the Honourable Minister of International Relations, Ms Maite Nkoana Mashabane, aptly titled her presentation ‘Africa Rising’ and made the following statements. ‘When Africa calls, we must place ourselves strategically and find time to reflect, look back and open engagements on issues of development within the context of our socio-economic and political

development trajectory. It is our responsibility to stand as one, in unison, to engage on discussions that would later be translated into solutions on how we would want to advance the course of Africa's development, and to position ourselves, the continent, as well as the African Diaspora, in a way that makes us shine. It is our call. It is our choice.’

‘We have proudly witnessed the African continent rising above expectations in terms of economic growth in recent years,’ adds Naidoo. Africa's economic growth remained resilient. Even during the Global Financial Crisis, Africa managed to stay above expectations. ‘As the world transits into a knowledge economy, the banking sector in South Africa is one of the first to embrace this transition into the fourth industrial revolution.’

In recent times, there has been much debate on the decolonisation of education in Africa. What does this mean? The decolonisation of education means that a nation must become independent with regards to the acquisition of knowledge skills, values, beliefs and habits. The Square Kilometre Array is one project which will result in the training of a generation of new knowledge workers, young scientists and engineers, and BANKSETA is proud to fund bursaries in this flagship project.

The Africa Executive Development Programme candidates and project team will conduct research in Senegal, Mauritius, Zambia and South Africa.

‘The programme is a journey focused on learning from each other on issues that influence leadership within the banking industry in Africa. It is hoped that this project which aims to grow tacit knowledge in leadership and banking, will also contribute to the generation of new knowledge content for banking on the African continent. The new knowledge acquired during this project will be presented in a special publication at the planned international conference,’ concludes Naidoo.

Over the years, the BANKSETA has also spread its footprint to countries such as Ghana, Nigeria, Uganda, Kenya, Tanzania and South Africa, through the International Executive Development Programme which is designed to assist with accelerating the development of senior managers in the banking and microfinance sector. The aim of the programme is to provide key insights into the changes taking place in the global and local banking environments and the provision of exposure to best practice in retail and investment banking and broader financial services, while sharing their South African experiences.

WORK INTEGRATED LEARNING DELIVERS EMPLOYABLE GRADUATES



Similo Dlamini

In the banking and microfinance sector, employees working within the commerce and Information Technology (IT) disciplines must be highly skilled, well-trained and experts in their fields. Becoming an expert, however, requires onsite real-world skills and these can only be honed with experience. For this reason, BANKSETA invests heavily in Work Integrated Learning (WIL).

With more than 4 000 beneficiaries currently benefiting from programmes across the department, and with almost R300 million funded across the WIL programmes, various WIL avenues are pursued by BANKSETA to create a more skilled, competent banking and microfinance sector.

The IT Work Readiness programme currently hosts 63 beneficiaries, with a funding value of R5 million. The Higher Education funding window boasts 2 926 beneficiaries, with a value of R200 million, and the AAT (SA) programme supports 360 beneficiaries to the value of R70 million. Having started in April 2016, the University of Technology (UoT) WIL funding programme has 315 beneficiaries with a funding value of R11 190 375, while the Technical and Vocational Education and Training (TVET) WIL funding programme has 280 beneficiaries, to the value of R13 230 000.

'The WIL programme specifically funds students that come from Universities of Technology,' confirms Similo Dlamini, BANKSETA's Work Integrated Learning Manager. 'This does not function like a traditional bursary, but beneficiaries are provided access to companies for more exposure, allowing for better opportunities with real experience.'

This programme also covers TVET colleges. Funding these colleges assists beneficiaries to gain 18 months on-the-job training, which is usually required prior to employment. The BANKSETA IT Work Readiness programmes support IT graduates, developing their skills over four months and then placing them in companies for work experience for approximately six months. 'The intention is to have these participants absorbed into the relevant companies, for full time employment,' adds Dlamini.

The WITS Generator programme works with graduates, with the aim of developing their entrepreneurial and business skills, applicable to the sector. Once the programme has been completed, the graduates can be absorbed by any company operating in the banking

and microfinance space, offering them the opportunity to monetise their ideas.

According to Dlamini, the success of these programmes would not be possible without the valuable input of the project partners. 'All of the universities involved, the Higher Education Institutions, SAICA, SAADP, AAT (SA) and SAACI as well as the organisations that host the programme beneficiaries play an integral role,' states Dlamini.

One of the challenges in maintaining the programmes remains the physical aspect required in the evaluation and monitoring of return on investment. It can be a challenge to reach each beneficiary in a quarter. Despite this, Dlamini believes that the WIL programmes certainly fulfil the BANKSETA's mandate, are aligned with the National Skills Plan in implementing relevant programmes, and ensure that targets are met.

As is always the case in beneficiary led programmes, additional funding would go a long way to achieve a greater reach. While all SETAs are in the same position, the question is; how long is a piece of string? The more funding that can be secured, the more value for the beneficiaries.

The WIL programmes have national reach. Dlamini is proud of the positive impact they are having on candidates that are struggling and are given the opportunity to achieve success through education. 'When we conduct site visits we can see the passion in their eyes and the appreciation for what we are doing. We are helping people gain access to universities, which they never would be able to do on their own. We are touching lives and helping people who are in need,' beams Dlamini.

‘ In the banking and microfinance sector, employees working within the commerce and Information Technology (IT) disciplines must be highly skilled, well-trained, and experts in their fields. Becoming an expert, however, requires on-site real-world skills and these can only be honed with experience. ’



SKILLS DEVELOPMENT FOR GROWTH IN BANKING AND MICROFINANCE



A No.	Project / Programme Name	Project Partners
1	Certificate in Management Development (1 & 2)	Milpark Education
2	International Executive Development Programme – General Banking	Henley Business School
3	International Executive Development Programme – Investment Banking	Duke CE
4	Re-Skilling Project Funding Window	Employers utilise a variety of project partners
5	Masters & Executive Courses	Employers utilise a variety of project partners
6	Occupational Certificate: Organisational Risk Practitioner	Khulisane Academy
7	FAIS Compliance	Employers utilise a variety of project partners
8	IT Skills Funding Window	Employers utilise a variety of project partners
9	Capacity Building for the employed	The Training Edge
10	Maths & Science Support Programme (Old Project)	Kutlwanong – Centre for Maths, Science and Technology The Zenex Foundation
11	Maths & Science Support Programme – Funding Window	Kutlwanong – Centre for Maths, Science and Technology Hope Warriors, Impendulo, Vutshavelo Incubator, Basic Needs
12	Learnership Funding for the Employed	This project forms part of the PIVOTAL Grant Funding Window, employers utilise a variety of project
13	PIVOTAL Grant Funding Window – Employed	Employers utilise a variety of project partners

B No.	Project / Programme Name	Funding Value	Number of Beneficiaries
1	Certificate in Management Development 1	R 48 514 000,00	566
	Certificate in Management Development 2	R 15 000 000,00	
2	International Executive Development Programme – General Banking	R 10 000 000,00	20
3	International Executive Development Programme – Investment Banking	R 10 000 000,00	20
4	Re-Skilling Project Funding Window	R 117 131 493,00	9
5	Masters & Executive Courses 1	R 7 114 285,00	206
	Masters & Executive Courses 2	R 8 475 000,00	
6	Occupational Certificate: Organisational Risk Practitioner	R 6 700 000,00	68
7	FAIS Compliance	R 12 000 000,00	895
8	IT Skills Funding Window 1	R 5 995 492,06	590
	IT Skills Funding Window 2	R 10 000 000,00	
9	Capacity Building for the employed	R 5 000 000,00	1000
10	Maths & Science Support Programme (Old Project)	R 53 557 049,00	1316
11	Maths & Science Support Programme – Funding Window	R 40 000 000,00	
12	Learnership Funding for the Employed 1	R 21 865 000,00	516
	Learnership Funding for the Employed 2	R 23 000 000,00	
13	PIVOTAL Grant Funding Window – Employed	R 104 128 000,00	Opened 18 May 2017 closing 7 July 2017
TOTAL Funding & Beneficiaries		R 498 480 319,06	5 206

BANKSETA is mandated to develop skills in the banking and microfinance sector. It encourages employers to develop an active learning environment in the workplace, provides employees with opportunities to acquire new skills and progress their careers and increases the level of investment in workplace education and training in South Africa.

As guided by its mandate, the BANKSETA acts as an agent of transformation and seeks to promote employment equity and Broad-Based Black Economic Empowerment (B-BBEE) through skills development. It strives to meet national targets of 85 percent Black, 54 percent Women and four percent People living with Disabilities. The Skills Development department strives to deliver on this mandate and does so through various development projects. With thirteen projects running concurrently, the department is flourishing with candidates that are passionate about the sector, and are receiving real growth opportunities.

According to Madeleine Pelzer, BANKSETA's Skills Development Manager, the SETA works with a variety of project partners to deliver on this mandate. In the Skills Development Department, the BANKSETA works with the following project partners to implement its projects successfully (*refer to table A*).

All of the programmes are aligned to the NSDS III objectives, as well as the BANKSETA Scarce and Critical Skills. With the ultimate goal of empowering work-seekers to find employment, retrenched workers to re-enter the market and employers to find qualified

employees in a fair and equitable framework, these programmes are well funded and a great number of beneficiaries have benefitted from the BANKSETA Discretionary Grant Funding (*refer to table B*).

While most of the projects have an uptake in Gauteng, Cape Town and KwaZulu-Natal, the Maths and Science Support Programme has large provincial reach, with a footprint in Gauteng, Limpopo, Mpumalanga, Bloemfontein and rural areas in KwaZulu-Natal. 'These programmes are designed to grow the employee and push them to achieve greater heights in their careers. Some are promoted during or after the programme has been implemented, showing the level of their development,' advises Pelzer.

Although the programmes have shown great success, BANKSETA continues to innovate for improvements. 'We always strive to be better than the previous year, challenging ourselves to improve. To achieve this, employers are engaged with on a regular basis, to ensure that all risks, issues and lessons learnt are taken into consideration. This supports a smooth learning process', emphasises Pelzer.

Testament to this smooth process and programme successes, various beneficiaries have confirmed the value received. Programme participant on the International Executive Development Programme (IEDP) 2016 General Banking Programme, Priya Thakoor, Head of Digital Strategy at ABSA, said the IEDP helped her contextualise the problems South Africans face as a nation.

'Each contrasting thread into our dark past, colourful present and what could be in the uncertain future created a unique cocktail of experiences and learning that has made a long-lasting imprint in my life and leadership journey. Key to my learnings was the group itself that represented a healthy mix of intergenerational, gender, cognitive and ethnic diversity. The varied teaching styles and immersions that spanned across industries, countries, disciplines, governments, businesses and markets also contributed significantly to unfolding deep experiential learning,' says Thakoor.

Philile Mkhize, Barclays CIB-Corporate Technology Portfolio Manager, was honoured as the IEDP Class of 2016's top student. She found the programme extremely transformational, both personally and professionally. 'Through robust conversations, many leadership concepts such as personal mastery, Pan African effect, financial inclusion, empathy and innovation emerged and informed ideas that led to the realisation and implementation of financial services solutions aimed at disrupting banks. The Action Learning Project was a great platform to showcase how ideas can be shaped into implementable solutions in a very short space of time,' says Mkhize.

The BANKSETA functions to enable stakeholders to advance the national and global position of the banking and microfinance sector. 'This is certainly being achieved, and we are constantly looking for new innovative programmes that will benefit the banking and microfinance sector,' concludes Pelzer.



YOUTH DEVELOPMENT AT ITS CORE



To deliver on funded youth development, the BANKSETA's Kuyasa post-graduate learnership focuses on the recruitment of unemployed graduates to aid them in furthering their studies, while exposing them to the world of work. The duration of the learnership is one year, and the registered employers host the learners, making provision for training linked to the registered skills programme, workplace coaching and learner support.

With an excellent absorption track record, an impressive 75 to 85 percent of the learners on the programme have found a permanent place in the sector. The successful completion of the Kuyasa programme results in the achievement of a NQF5 certificate in Management Development.

Under the umbrella of this Kuyasa flagship programme, and after consultations with the sector, the BANKSETA has developed two branches of the programme, seeing to the needs present in other sectoral streams. The development focus remains, as the Business Analyst Programme and the Financial Markets and Instruments Programme serve to deliver on skills shortages present in these areas.

According to Deerani Naidoo, the Business Analyst Programme ran as a pilot for the first time last year and it was a great success. 'Approximately 20 learners were signed up for the pilot programme and this has already increase by 50 percent, with 30 learners signing up this year.'

The 2016 learners have now completed the programme, and made their presentations in June 2017. The presentations were wonderful, with many stakeholders and sectoral representatives in attendance to witness the achievements. The 2017 learners have already completed the academic portion of the programme, moving on to the practical portion at the relevant banks.

The Financial Markets and Instruments Programme is running for the first time this year. 'Although it is a pilot programme, the programme has been very successful to date and the calibre of learners is very high. The learners seem to be coping very well at the host banks. They are a vibrant, intuitive class. They interact well with the lecturers and are knowledgeable and passionate about the sector. This is very encouraging,' confirms Naidoo. The learners currently participating in the pilot programme will complete their learnership by the 31st of January 2018.

The valuable project partners that work with the BANKSETA to ensure project delivery are the Gijima Training Institute (Business Analyst Programme) and Full Value (Financial Markets and Instruments Programme), in terms of training and development. Once the academic portion has been completed, the participants are hosted by the relevant banks in the sector, including Standard Bank, Nedbank, First National Bank and ABSA. 'For the Business Analyst Programme, Mercantile

and Octagon have opened their doors to our learners,' states Naidoo.

Although the funding value of the programmes is approximately R2 million, Naidoo stresses that these programmes are about training, not funding, and serve to answer deep-seated needs identified in the flagship programme Kuyasa. 'These programmes focus on the niche needs in the banks, the areas where targeted skills are required. The groups are not big because the aim is to provide all of the learners a real chance at employment by their host banks once the programmes are completed.'

As the programmes develop, there is recognition of the ongoing need for this type of training, to supply the sector with a pipeline of valid Business Analysts and Financial Market experts. The programmes will continue to focus on quality over quantity, ensuring that viable employment opportunities are made possible even in a depressed economy.

Although the programmes are still in their initial phases, quite a few success stories have already been showcased. 'After the Business Analyst pilot programme was completed last year, at least 50 percent of the participants were permanently employed. This absolutely reflects and delivers on the BANKSETA's overall mandate and its National Skills Development Strategy directive to offer learners occupational directed programmes that truly make them more employable,' concludes Naidoo.

ENTREPRENEURIAL DEVELOPMENT PROGRAMME OUTCOMES



Siege Mosokameng

The BANKSETA funded Entrepreneurial Skills Programme is driven by the Cape University of Technology. The programme is currently offered in Gauteng, the Northern Cape and KwaZulu-Natal, and aims to capacitate all Small and Medium Enterprises (SMEs) across all sectors on how to better run their business.

One of the beneficiaries is Siegfried Mosokameng, the owner of Waterm - a company that offers water engineering services. The company has been in existence for six years and has been operational for five. Amongst others, Waterm's clients include Lepelle Northern Water, Eskom and the Department of Education. The company currently employs a bookkeeper, training administrator, two consultants and a Health and Safety Officer.

Siege registered for this programme in March this year and is already seeing the positive results in his business. He now has a better understanding of how to manage his finances, to draw up a proper budget and trial

balance and conduct relevant market analysis. Siegfried's five-year vision for Waterm is to grow the company to have ownership of assets including fleet and workshop ownership while focusing on business development and sales.

‘Thank you for this opportunity BANKSETA, I can now see results in how I run my business.’





PURSUE A CAREER IN BANKING AND MICROFINANCE

To download the BANKSETA
Career Guidance booklet, visit
www.bankseta.org.za

*The BANKSETA facilitates training to Life-Orientation teachers
across the various provinces to provide career guidance to
in-school learners.*



PhD PROGRAMME DRIVES TENACITY



I heard about the BANKSETA PhD programme through my supervisor, Professor Kalu Ojah. The PhD programme is a personal journey for me. One has to be focused throughout the programme. Being indefatigable is a value that stood me in good stead throughout the programme.

Professionally, the programme taught me the value of tenacity in seeking solutions, especially hidden knowledge and the approach required to simplify solutions. The knowledge economy is the backbone of our economic universe, and as we move into the fourth industrial revolution, being tireless in exploration and intellectual enquiry will only do good for humanity.

The most challenging aspect of the programme was the data collection phase of the study. For qualitative data, I had to gather information from respondents based in other African countries and this required time and financial resources to carry out. In the same vein, my questionnaire required participation from the

same geographic locus and the strain was unrelenting.

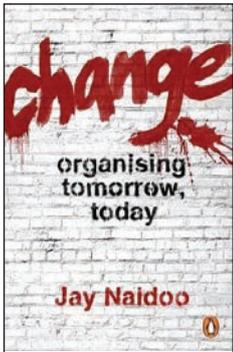
Without a doubt, the success of it all was the completion of the doctoral dissertation. Finally, one is treading the same path as Einstein, Schumpeter, and Plato: creators of new knowledge.



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CONSUMER GOODS AND SERVICES OMBUD	www.cgso.org.za	0860 000 272
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BOOK REVIEWS



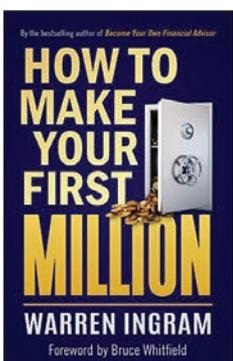
CHANGE: ORGANISING TOMORROW, TODAY | By Jay Naidoo

Unless there is significant change, the world is heading for an explosion. The growing gap between rich and poor is dangerous and unsustainable. The plundering of resources is damaging our planet. Something has to be done.

In this book, Jay Naidoo harnesses his experience as a labour union

organiser, government minister, social entrepreneur and global thought leader, and explores ways of solving some of the world's biggest problems. Drawing from his experiences in South Africa, Nigeria, Brazil, Bangladesh and other countries, he presents a variety of options for ending poverty and global warming, with a focus on

organising in our communities and building change from below and beyond borders.



HOW TO MAKE YOUR FIRST MILLION | By Warren Ingram

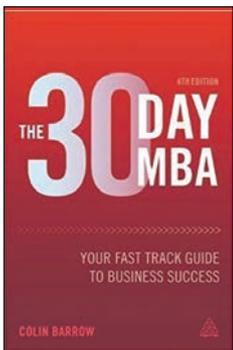
The only guaranteed way to get rich is to follow a few simple (but not easy) steps and be patient for a few years.

Have you ever wondered how wealthy people actually made their first million? How to Make Your First Million is a simple, easy-to-follow book that shows how various people

have made their money in their own unique way. The author strives to help readers find a method that will assist them in making their first million, empowering them to gain financial freedom.

The book describes the steps required to save and build wealth,

explains how it works, and why. With real-life examples, it is easy to apply the formula in the reader's life.



THE 30 DAY MBA | By Collin Barrow

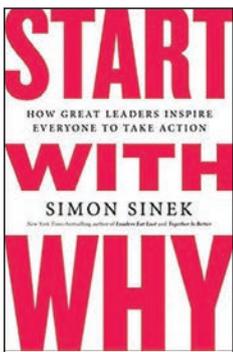
Your Fast Track Guide to Business Success.

Drawing on the twelve core disciplines of business, including business law, economics, marketing and finance, this fourth edition of the hugely successful The 30 Day MBA shows readers how to use key business concepts and tools

to assess business decisions and implement strategy.

Now with a new concept for each chapter - including crowdfunding, digital marketing, business incubators and the 80/20 principle - The 30 Day MBA also provides coverage of the key optional modules: Mergers and Acquisitions and International Business.

The book covers the real value of an MBA, delves into what an MBA knows and explains why the reader needs that knowledge too. Insights are given into the best institutions to get an MBA from, and how to use the book to the reader's advantage.



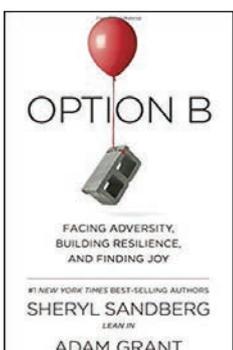
START WITH WHY | By Simon Sinek

How Great Leaders Inspire Everyone to Take Action.

"A powerful and penetrating exploration of what separates great companies and great leaders from the rest." - Polly LaBarre, co-author of Mavericks at Work.

Why are some people and organisations more inventive, pioneering and successful than others? Why are they able to repeat their success again and again? In business, it doesn't matter what you do, it matters why you do it.

In the book's introduction, a naturally occurring pattern is revealed – one that delivers a certain way of thinking, and which gives leaders the ability to inspire those around them.



OPTION B | By Adam Grant and Sheryl Sandberg

Facing Adversity, Building Resilience, and Finding Joy.

From Facebook's COO and Wharton's top-rated professor, the #1 New York Times best-selling authors of Lean In and Originals: a powerful, inspiring,

and practical book about building resilience and moving forward after life's inevitable setbacks.

The book speaks to making the most of Option B, when Option A is no longer available, revealing

the capacity of the human spirit to persevere and rediscover joy. It was born from a combination of Sheryl's personal insights, and Adam's eye-opening research on finding strength in the face of adversity.



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