



NATIONAL ELECTRONIC
MEDIA INSTITUTE OF
SOUTH AFRICA

Annual Performance
Plan

for 2017/18

JANUARY 2017
FINAL

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the National Electronic Media Institute of South Africa (NEMISA) under the guidance of the newly appointed Chairperson, Prof Walter Claassen.
- Takes into account all the relevant policies, legislation and other mandates for which NEMISA is responsible for and includes that of the Business Case and legislation for the establishment of iKamva National e-Skills Institute (iNeSI); and
- Accurately reflects the strategic outcome-orientated goals and objectives, which NEMISA will endeavor to achieve over the period 2017 – 2022 to support the goals of SA Connect and the National Development Plan 2030.

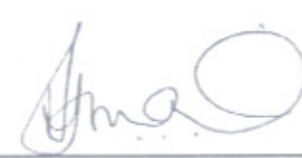
Ms Rahimoonisha Abdool
Chief Financial Officer

Signature: _____



Ms Mymoena Ismail
Chief Executive Officer

Signature: _____



Approved by:

Professor Walter Claassen
Board Chairperson:

Signature: _____

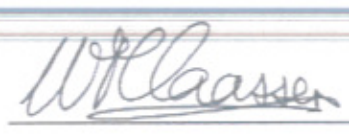


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FOREWORD BY THE CHAIRPERSON OF NEMISA, PROFESSOR WALTER CLAASSEN

It is indeed an honor as Chairperson to write the first Foreword for the Annual Performance Plan of the National Electronic Media Institute of South Africa.

Through the newly established Department of Telecommunications and Postal Services in mid 2014, Government realized the importance of the use of Information and Communication Technologies (ICT), also known as "Digital Technologies" (DT) to facilitate the improvement of service delivery to citizens and modernize society.

NEMISA in collaboration with the Department is therefore focused on modernizing society through the implementation of developing the required skills and competencies to leverage the power of modern Information Communication Technologies (MICTs).

Whilst there are many reported individual success stories, the newest studies suggest that the *"effect of technology on global productivity, expansion of opportunity for the poor and the middle class, and the spread of accountable governance has so far been less than expected"* (World Bank, 2016). The impact of underutilization of modern DT shows an increasing number of general unemployed and, remarkably, very high unemployment and under-employment of young people. South Africa's unemployment rate amongst the youth aged 15 – 34 years has risen from 32,7 percent in 2008 to 36,1 percent in 2014 (Stats SA, 2014).

There are many factor that influence such an unfavorable trend in the country, one of the main is an absence of **skills** that allow workers, entrepreneurs, and public servants to seize opportunities in the digital world. ICT skills (e-skills) are, in this regard, seen as key to improving an individual's chance of getting employment or enhance employability opportunities. Affordability and inadequate **access to** and the **use of** the Internet are other key factors still largely influencing the underutilization of modern DT especially amongst low socio-economic communities.

Being ranked at 65th position in the 2016 (47th in 2007, 72nd in 2012) clearly points to the fact that the country, including all its provinces, is **still not ready** (e-ready) for full inclusion into the emerging digital economy and information society. Thus, **improving the e-readiness** in the country through committed investments from all stakeholders, **will enable the citizens and organisations** to achieve benefits that come from the **effective use of DT** or "digital dividends" (World Bank, 2016) and demonstrate a clear return on investments.

The Government, at all spheres, has put considerable effort into creating a digitally enabling environment by rolling out provincial, metro and district broadband connectivity to health facilities, schools and other government institutions and preparing its citizens for the new digital world, characterized by convergence of technology and creativity of people (WEF, 2016) also known as the "Fourth Industrial Revolution" (Schwab, 2016).

However, forging the digital economy and information society in the country inevitably depends on the enhancements of **e-readiness** of its organisations and citizens as fast changing and flexible work, which is very much dependent on DT, is seen as the most significant driver of change in advanced economies (TRALAC, 2016).

This places the Institute in a very unique position as our mandate has now expanded and this will necessitate that the Institute takes the necessary steps to adapt to this broadened mandate. As Chairperson of the Board and on behalf of my fellow board members, we undertake to do all in our power to assist the Institute to adapt as quickly as possible and support the Department in moving South Africa forward.

Thank you

PROFESSOR WALTER CLAASSEN
BOARD CHAIRPERSON



Signature:

OVERVIEW BY THE CHIEF EXECUTIVE OFFICER OF NEMISA, MYMOENA ISMAIL

The 2016/17 financial year, has been one of the most significant years in that of the Institute. The May 2014 national election, resulted in the President pronounced the establishment of the National Department of Telecommunications and Postal Services.

Accordingly, the Department advances its decision on the establishment of the IKamva National e-Skills Institute and as such the e-skills programme and funds were transferred to the Institute. This decision was further supported by National Treasury and the Department of Higher Education and required the institute to reconfigure itself in light of its expanded mandate.

In fulfilling its expanded mandate as well as to respond to the MTSF and optimally contribute to Governments outcomes, the Institute identified several key priority programmes for implementation to support SA Connect, South Africa's National Broadband Policy and other identified priorities of the Department. We are fortunate that the groundwork has already been laid through the work of the e-Skills CoLabs.

2017/18 will be the year of where the Institute will continue to:

- a) Provide thought leadership regarding the development and use of e-Skills in the country;
- b) Develop and apply e-Skills indicators in view of determining/measuring the e-Skills demands and supply needs (requirements) in the country in collaboration with Government, business, education and training and civil society;
- c) Work with the DHET, other departments, institutions, entities, organisations, business and civil society to ensure that education and training respond to the demands and needs for e-Skills in the country;
- d) Advocate, communicate and promote the increased use of and increased knowledge of ICTs;
- e) Collaborate with relevant institutions, organisations and entities offering e-Skills courses/programmes to maximise the impact, avoid duplication, fill gaps and maximise the use of infrastructure and resources;

- f) Establish an innovative research network (ResNeS) focusing on e-Skills with links to universities locally and internationally;
- g) Monitor and evaluate the e-Skills readiness and progress of the country to participate effectively in the Digital Era; and
- h) Implement a distributed model with physical presence in each of the nine provinces to give effect to the multi-stakeholder collaboration and implementation of initiative to better position South Africa for the Digital Economy.

Thank you

MS MYMOENA ISMAIL
CHIEF EXECUTIVE OFFICER



PART A: STRATEGIC OVERVIEW

1. SITUATIONAL ANALYSIS

1.1. PERFORMANCE ENVIRONMENT

South Africa's National Broadband Policy (SA Connect) is aimed at expanding infrastructure to underserved areas in order to create more equitable knowledge economy and information society which revolves around four pillars and strategies namely: digital readiness, digital development, digital future and digital opportunities.

In implementing the Policy, the Department has identified eight (8) district municipalities that will provide broadband connectivity and will include that of health, services and education.

The approved National Integrated ICT policy is both a necessity and opportunity to accelerate the development of an inclusive Information Society and Knowledge Economy, which will also provide a global competitiveness edge for the country.

There is also a need to increase South Africa's global competitiveness in order to make it the preferred regional ICT hub. As a member of BRICS, South Africa will continue utilizing its current partnerships with strategic partners to increase development on the Continent through ICTs.

In keeping with the above and given the significance of e-skills, the Department is in the process of transforming NEMISA to the iKamva National e-Skills Institute (iNeSI). The concept of iNeSI was launched by DTPS in 2014. However, iNeSI as a legal entity with its own enabling legislation is in the process of being established by the Minister of Telecommunications and Postal Services.

The iNeSI will be an integration of three ICT skills development related components at DTPS, (namely NEMISA: the e-Skills Institute (e-SI) – a branch within the Department and the Institute for Space and Software Applications (ISSA) – a directorate in the Department) which is intended to address the e-skills challenges.

A lot of work has been done already. This includes:

- The assessment of the iNeSI Business Case by Ministers of Finance (MoF) and Public Service and Administration (MoPSA);
- The provision of written consents by the two Ministers to establish iNeSI;
- The presentation of the Business Case to the Portfolio Committee of Telecommunications and Postal Services by the Minister to motivate for the establishment of the entity and to solicit the PC support;
- The development of a draft iNeSI Bill and preliminary opinion on it was issued by the Office of the Chief state law Adviser (OCSLA);
- The presentation of the iNeSI draft Bill to the Social Protection, Community and Human Development (SPCHD) and Economic Sectors, Employment and Infrastructure Development (ESEID) Clusters to solicit the support in the quest of establishing iNeSI.
- The in-principle approval for the establishment of iNeSI was granted by the two clusters.
- The Socio-Economic Impact Assessment on iNeSI Draft Bill has been done by DTPS. The Quality Assurance and Sign-off of Socio-Economic Impact Assessment information was issued by the Socio-Economic Impact Assessment System (SEIAS) Unit of the Department of Planning, Monitoring & Evaluation (DPME);
- Consultation with DHET to solicit its support and the approval of the establishment of iNeSI. Various meetings, at the stage of developing the Business case and when the Bill was in the process of being drafted were held with DHET. It was at these meetings that DHET advised DTPS it needs to contextualize the iNeSI Business Case and draft Bill in line the mandate and legislation of DHET. In light of these concerns the work done by DTPS had to be put on hold to further consult with DHET in order to address their concerns. A Task Team, comprising of DTPS, DHET and NEMISA officials, was then established by the Directors-General of the two Departments to resolve these issues.

The Task Team recommended that iNeSI has to be aligned to DHET mandate and legislation. In aligning the iNeSI model with DHET legislation and prescripts it was agreed that iNeSI would not provide higher education programmes. However, the CoLabs located at Higher Education Institutions in different provinces will provide the required necessary e-skills programmes for the country.

The revised iNeSI model will provide the strategic direction, funding and monitoring & evaluation to rollout e-skills programmes by the CoLabs, whilst the CoLabs, as they are attached to accredited Higher Education Institutions, will provide education and training as well as research relating to e-skills. These Higher Education Institutions will work together with TVET Colleges, Community Colleges, Private Education Institutions and Community Based Organisations (CBOs)/Non-Profit Organisations in order to provide access of relevant e-skills programmes in rural and peri-urban areas and in disadvantaged communities.

Furthermore, provision has been made to incorporate the teaching programmes and staff of NEMISA in the revised iNeSI delivery model.

Whilst the process of establishing iNeSIs is still to be finalized, NEMISA is currently responsible for the implementation of the e-skills programme through the established CoLabs.

e-Skills capacity building is currently enabled at all levels to all people of South Africa, including:

- *e-Literacy or digital literacy*: "e-Literacy is the ability of individuals to use digital tools and facilities to perform tasks, to solve problems, to communicate, to manage information, to collaborate, to create and share content and to build knowledge, in all areas of everyday life and for work."
- *ICT practitioner skills*: "The skills/capabilities required for the researching, developing and designing, managing, the producing, consulting, marketing and selling, the integrating, installing and administrating, the maintaining, supporting and service of ICT systems."
- *(Sector) User digital skills*: "The digital skills for work in a specific sector, type of organisation or profession. These skills are a generic digital skills set for office use or business, or a specific skills set applicable to various sector (e.g. the graphics industry, or health), or to a profession, or a combination of both."
- *e-Leadership / Digital leadership skills*: "The capabilities needed to exploit opportunities provided by ICTs, notably the Internet, digital devices and the new media:-
 - to ensure more efficient and effective performance of different types of organisation;
 - to explore possibilities for new ways of conducting business and organisational processes;

- to establish new businesses, organisations, platforms, applications or interventions; and
- to effect innovation (incl. social innovation) through digital means."

South Africa through the DTPS are in the process of finalizing the following key strategic documents that will further direct the activities of the Institute to ensure the development of the required human capacity to bring about an inclusive Digital Society and Economy:

- Draft National e-Government Strategy and Roadmap;
- National e-Strategy;
- Digital Society, Economic Development Plan for Development, Growth and Innovation; and
- Draft ICT SMME Support Strategy.

Consultation with DHET to solicit its support and the approval of the establishment of iNeSI. Various meetings, at the stage of developing the Business Case and when the Bill was in the process of being drafted, were held with DHET. It was at these meetings that DHET advised DTPS it needs to contextualize the iNeSI Business Case and draft Bill in line the mandate and legislation of DHET. In light of these concerns the work done byDTPS had to be put on hold to further consult with DHET in order to address their concerns. A Task Team, comprising of DTPS, DHET and NEMISA officials was then established by the Directors-General of the two Departments to resolve these issues.

1.2. ORGANISATIONAL ENVIRONMENT

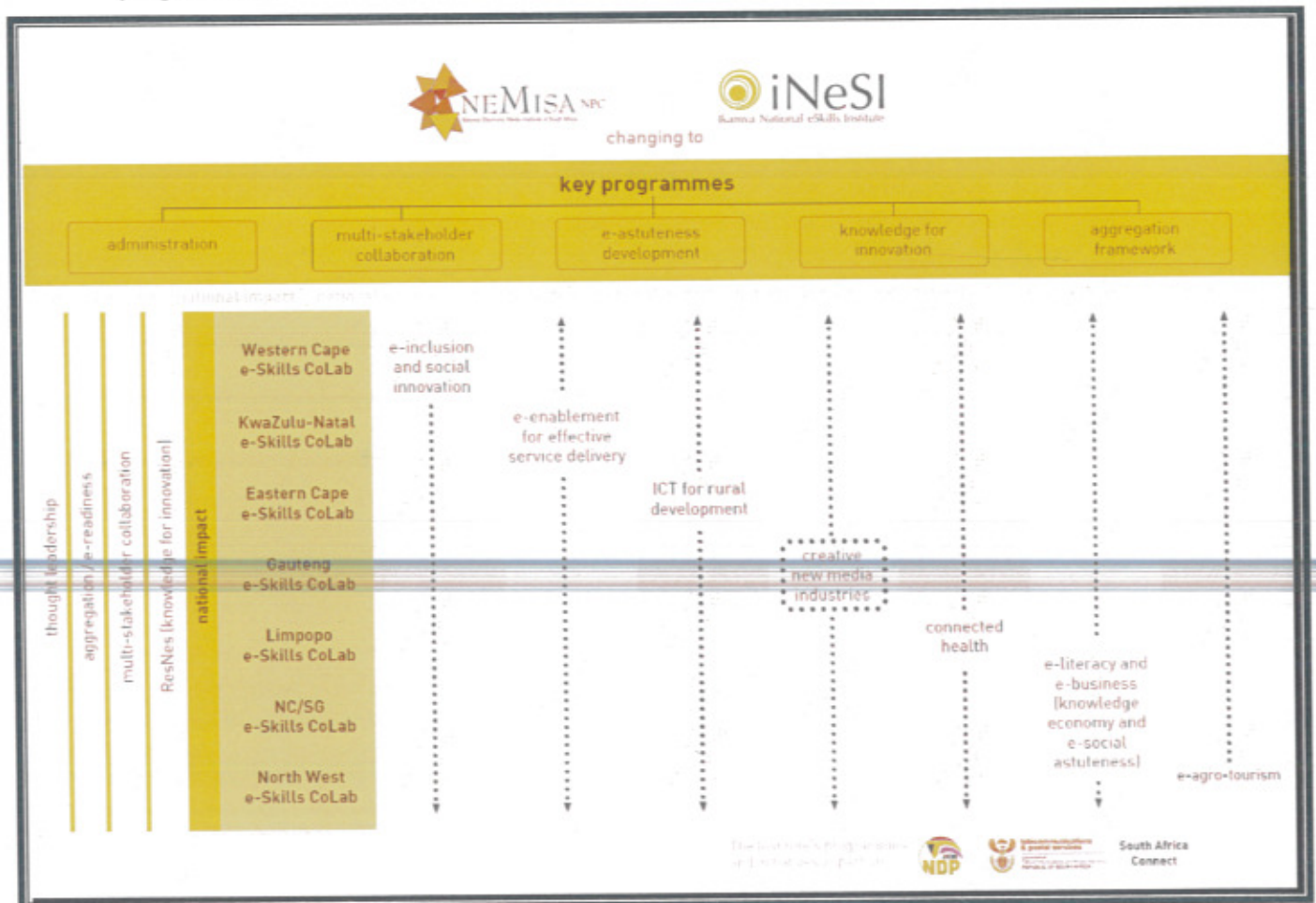
NEMISA is a section 21 public entity with the focus of developing the required skills for among historically disadvantaged individuals especially youth and women.

As part of the government rationalisation, NEMISA is responsible for the implementation of the Department of Telecommunication and Postal Services (DTPS) national e-skills programme that supports the recently approved National Integrated ICT Policy and SA Connect.

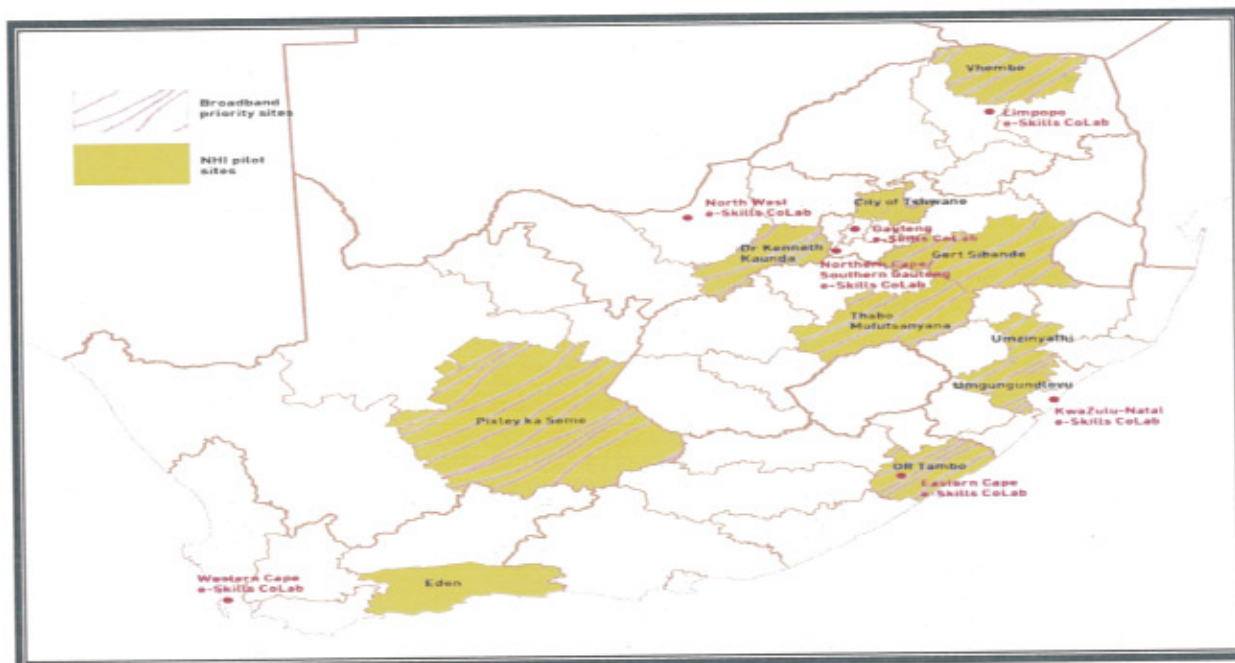
There are currently seven provincial e-Skills CoLabs situated at Public Higher Education Institutions. Each CoLab delivers against a national thematic area to support national programmes and policies and is responsible for:

- Focused implementation of the e-skills programme whilst also ensuring theoretical underpinning and soundness of initiatives;
- Interpretation of the national e-skills agenda into provincial agendas;
- Strengthening and/or establishing new relationships for collaboration on provincial level; and
- Provide feedback in terms of provincial considerations (objective, needs, challenges, and achievements).

The diagram below depicts the collaborative model and demonstrates national impact of the programmes:-



The following diagram depicts national footprint in relation to broadband and NHI priority:-



1.3. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

- 2014 SA Connect (Broadband) policy
- 2016 National Integrated ICT policy
- White paper on Post-School Education and Training
- National ICT RDI Roadmap
- Business Case and the Draft Bill for the establishment of the Ikamva National e-Skills Institute (iNeSI)

iNeSI's mandate is currently derived from DTPS's mandate and strategic plan as well as SA Connect (Broadband Policy: digital opportunities).

The National ICT Policy Review process led by the DTPS is currently underway and will provide the policy mandate for iNeSI.

Currently the Institute is delivering in collaboration with Government, Education, Business and Civil Society e-astuteness to ensure that South Africa improves its e-readiness rankings.

In addition, the Institute for the past two years has demonstrated its ability to implement a national e-skills agenda through its globally recognised decentralised model and is thus ready to move to the Ikamva National e-Skills Institute (iNeSI).

2. OVERVIEW OF 2018 BUDGET AND MTEF ESTIMATES

2.1. EXPENDITURE ESTIMATES

R thousand R'000	Medium-term estimate		
	2017/18	2018/19	2019/20
Administration	47,706	47,347	49,999
Multi-Stakeholder collaboration	5,247	5,878	6,207
E-astuteness development	23,755	26,590	28,079
Knowledge for innovation	12,780	13,780	14,552
Aggregation framework	1,500	1,936	2,044
Total expense	90,988	95,531	100,881

Statement of comprehensive income R thousand	Medium-term estimate		
	2017/18	2018/19	2019/20
Revenue			
Non-tax revenue	5,203	4,770	5,037
Sale of goods and services other than capital assets of which: (Interest)	1,073	1,135	1,199
<i>Other non-tax revenue: Training Projects</i>	4,130	3,635	3,839
Transfers received	85,785	90,761	95,844
Operational grant – NEMISA	43,785	46,325	48,920
Establishment of iNeSI	42,000	44,436	46,924
Total revenue	90,988	95,531	100,881
Expenses			
Current expenses	90,988	95,531	100,881
Compensation of employees	25,739	28,154	29,769
Goods and services	63,718	65,758	69,402
Depreciation	1,531	1,619	1,710
Interest, dividends and rent on land	–	–	–
Transfers and subsidies	–	–	–
Total expenses	90,988	95,531	100,881
Surplus/(Deficit)	–	–	–

Financial position	Medium-term estimate		
	2017/18	2018/19	2019/20
Carrying value of assets	167	167	176
<i>of which:</i>			
<i>Acquisition of assets</i>	–	–	–
Inventory	53	56	59
Receivables and prepayments	5,610	5,660	5,977
Cash and cash equivalents	7,863	7,836	8,275
Total assets	13,693	13,719	14,487
Accumulated surplus/(deficit)	3,966	3,966	4,188
Deferred income	3,134	2,987	3,154
Trade and other payables	2,879	3,000	3,168
Provisions	3,714	3,766	3,977
Total equity and liabilities	13,693	13,719	14,487
Contingent liabilities	–	–	–

2.2. EXPENDITURE ANALYSIS

Notes on Expenditure trends to strategic outcome orientated goals:

1. Implementation of the national e-skills programme: The Institute will largely implement the national e-skills programme through strengthening the provincial e-Skills CoLabs and national thematic areas supporting national programmes and policies. Provision will be made for the training unit of NEMISA to align its activities as part of the Creative New Media Industries CoLab.
2. iNeSI Business Case and Bill: Through the approval of the business case and the bill, the Institute will focus on implementing and massifying e-skills in the country over the next three years focusing of effective government services, digital economy and information society. Further it will embark on a restructuring process to ensure that the organisation's processes, systems and people are strategically aligned and that its brand visibility is increased.
3. Oversight of CoLabs: The Institute will be focused on providing stringent and proactive oversight to ensure optimal functioning of the CoLabs in collaboration with the hosting university. Programmes 2 – 5 are key and will ensure the Institute has physical presence in each province and continues to provide thought leadership in the development and use of e-skills, thus positioning South Africa for the Digital Economy and Information Society.

PART B: PROGRAMME PLANS

3. PROGRAMMATIC AREAS

The purpose of Programme 1 is to provide support to the overall management of the Institute and consists of Departmental Management, Internal Audit, Legal Services, Corporate Management and Facilities Management. This programme also deals with the legislative changes of NEMISA becoming iNeSI.

1.1 ANNUAL TARGETS FOR 2017/18

No	INDICATOR	MEDIUM-TERM TARGETS			
		2017/18	2018/19	2019/20	2020/2021
1.1	Corporate governance				
1.1.1	Number of Quarterly Performance Reports	4	4	4	4
1.2	Business process support				
1.2.1	Organisational structure, processes and systems improved (incl. Change Management)	Revised organisational structure, processes and systems finalized	Revised organisational structure and systems approved and implemented	-	-

1.2 QUARTERLY TARGETS FOR 2017/18

No	Performance Indicator	Reporting Period	Annual Target 2017/18	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1	Corporate governance						
1.1.1	Number of Quarterly Performance Reporting	Quarterly	4	4 th Quarter performance Report developed and submitted	1 st Quarter Performance Report developed and submitted	2 nd Quarter Performance Report developed and submitted	3 rd Quarter Performance Report developed and submitted
1.2	Business process support						
1.2.1	Organisational structure, processes and systems redesign (incl. Change Management)	Annually	Revised organizational structure, processes and systems finalised	Consultation with DTPS on iNeSI Business model undertaken	Consultation with internal structures on iNeSI Business model concluded	Implementation of the structure	Migration of staff

The objective of Programme 2 is to build a substantive formalised multi-stakeholder collaborative network involving partners across Government, Business, State Owned Companies (SOCs), global development partners and agencies through bilateral agreements, continental and international partners, community, organised labour and education (universities, TVET Colleges, Schools and public and private) that will contribute to the massification of building e-astuteness (e-skills) across all levels of society i.e. thought-leaders, e-practitioners, e-users and the ICT illiterate to support a growing Digital Economy and Digital Society as articulated in the approved National Integrated ICT Policy, DTSP.

This programme includes the establishment of a national ICT platform aimed at recognising the innovation and programme being implemented. The aim is to collaborate with SITA and USAASA as sister companies of the Institute.

2.1 ANNUAL TARGETS FOR 2017/18

No	INDICATOR	MEDIUM-TERM TARGETS			
		2017/2018	2018/2019	2019/2020	2020/2021
2.1	Advocacy and awareness (campaigns = all media e.g. broadcasts, social media, web sites, seminars, publications etc.)				2021/2022
2.1.1	Consolidated campaigns report	1	1	1	1
2.1.2	Institute brand visibility platforms leveraged including international	20	20	20	20
2.1.3	Number of public awareness survey report provided	1	1	1	1
2.2	Partnership development (international, national, provincial, local across all sectors)				
2.2.1	Number of new partnerships formalized	4 MOA signed with key identified partners	5 MOA signed with identified partners	8 MOA signed with identified partners	10 MOA signed with identified partners
2.2.2	Number of Formal Partnerships renewed	4	4	4	4
					6 MOA signed with identified partners

INDICATOR		MEDIUM-TERM TARGETS				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
2.2.3	Partnership Performance report against MoU/MoA agreements	1 Partnership Performance Report	1 Partnership Performance Report	1 Partnership Performance Report	1 Partnership Performance Report	1 Partnership Performance Report

2.2 QUARTERLY TARGETS FOR 2017/18

No	Performance Indicator	Reporting Period	Annual Target 2017/18	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
2.1	Advocacy and awareness (campaigns = all media e.g. broadcasts, social media, web sites, seminars, publications etc.)						
2.1.1	Consolidated campaigns report	Annually	1				1
2.1.2	Institute brand visibility platforms leveraged	Quarterly	20	5	5	5	5
2.1.3	Number of public awareness survey report provided	Annually	1	-	Distribution of survey questionnaires to the public	Consolidation of received survey forms from the public	Produce a public awareness report
2.1.4	Number of public awareness survey report provided	Annually	1	-	-	-	1
2.2	Partnership development (International, national, provincial, local across all sectors)						
2.2.1	Number of new partnerships formalised	Annually	4 MOA signed with identified partners	MOA signed with identified partner	MOA signed with additional identified partner	MOA signed with additional identified partner	MOA signed with additional identified partner

2.2.2	Number of Formal Partnerships renewed	Annually	4	-	-	4 Formal Partnerships renewed
2.2.3	Partnership performance report against MoU/MoA agreements	Annually	1	-	-	1 Partnership performance report

3.3 PROGRAMME 3: E-ASTUTENESS DEVELOPMENT

The purpose of Programme 3 is to leverage existing ICT education and training expertise, infrastructure and courses and help existing service providers better align to and support the National Integrated ICT Policy, SA Connect (Broadband Policy), NeSPA 2013, MTSF 2014 -2019, NDP, SDGs and the WSIS Plan of Action. It will collaborate with existing national and international institutions, civil society, organised labour, private corporations and invite them to partner with the Institute in various ways such as contributing to new curriculum planning, course development, course presentation within a national e-skills curriculum and competency framework. It will identify the gaps, shortages and mismatches in course content vis-à-vis the demand for ICT and ICT-related skills and competencies across organisational boundaries. It will do this through broad consultation between the Institute and its stakeholder community to ensure alignment between skills supply and skills demand as well as respond to future needs. It will ensure that e-Literacy i.e. 'the ability of individuals to use digital tools and facilities to perform tasks, to solve problems, to communicate, to manage information, to collaborate, to create and share content and to build knowledge, in all areas of everyday life and for work, forms the basis on entering the e-skilled/e-astute learning pathway. e-Skills delivery will be targeted at all levels i.e. e-practitioners, information/knowledge worker (e-user), thought-leaders and your ICT illiterate society and will leverage existing centres i.e. community centres, schools, TVET colleges and Universities to ensure local knowledge production.

3.1 ANNUAL TARGETS FOR 2017/18

NO	INDICATOR	Annual Target				
		2017/18	2018/19	2019/20	2020/21	2021/2022
3.1	Curriculum development					
3.1.1	Number of new targeted courses available (developed / acquired / customised)	8	10	10	10	12
3.1.2	National e-skills curriculum competency framework reviewed (n)	1	0	1	0	1
3.1.3	Courses revision report (n)	1	0	1	0	1
3.2	E-competence development / learning					
3.2.1	Number of e-literacy learners trained (n)	3000	4465	5000	8000	10000
3.2.2	Number of sector users trained (n)	1300	2000	2500	3000	3500
3.2.3	Number of ICT practitioners trained (n)	600	700	800	900	1500
3.2.4	Number of e-leaders trained (n)	140	200	240	300	400
3.3	Access to learning					
3.3.1	Number of smart community centers	10	12	14	16	18
3.3.2	Number of online courses available	10	10	10	10	15

3.2. QUARTERLY TARGETS FOR 2017/18

NO	Performance Indicator	Reporting Period	Annual Target 2017/18	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
3.1 Curriculum development							
3.1.1	Number of new targeted courses available (developed / acquired / customised)	Annually	8	Engage with CoLabson a number of courses to be developed/acquired/customised	Monitor implementation of the development, acquisition and customization of the new courses	-	Report on 8 new targeted courses available/developed/acquired/customized.
3.1.2	National e-skills curriculum competency framework reviewed (n)	Annually	1	Engage with CoLabson the curriculum on the competency framework review process	Monitor the curriculum competency framework review process	-	Report on curriculum competency framework review
3.1.3	Courses revision report (n)	Annually	1	Identify courses that need to be revised	Implementation of the revision of the courses	-	Courses Revision Report
3.2 E-competence development / learning (e.g. formal education, internships, learnerships)							
3.2.1	Number of e-literacy learners trained (n)	Annually	3000	-	1500	-	1500
3.2.2	Number of sector users trained (n)	Annually	1300	-	650	-	650
3.2.3	Number of ICT practitioners trained (n)	Annually	600	-	300	-	300

3.2.4	Number of e-leaders trained (n)	Annually	140	-	70	-	70
3.3	Access to learning						
3.3.1	Number of smart community centers	Annually	10	-	-	-	10
3.3.2	Number of online courses available	Annually	10	-	-	-	10

3.3.3. PROGRAMME 4, KNOWLEDGE FOR INNOVATION

The purpose of Programme 4 is to look for appropriate, and often innovative, ways to address systemic problems and other inefficiencies and weaknesses in achieving learning success. This would include finding ways to identify entrants with potential that do not have the normally required entrance qualifications, supporting under-prepared students and introducing work-integrated learning and practical components into programmes. As a core function the Institute will be responsible for research and policy development and developing a citizenry for the Information Society and Knowledge Economy. This process of reflection and renewal will be central to its vision of being responsive, flexible and innovative. It will provide a focus for continuous research in a cross disciplinary manner to concentrate on new ways to embed technology into people's lives to improve business opportunities; access government services and develop social cohesion; manage evidence-based research and development for a collaborative knowledge economy to address the national goals (MTSF 2014-2019 and NDP 2013) e.g. thought leaders (policy and practice); participate in the development of an evaluation and monitoring framework for collaborative knowledge economy based efforts to address national goals i.e. MTSF 2014-2019 and NDP 2013; and has a proactive approach to environmental scanning in a rapidly changing landscape through its national platform that can more adequately assess gaps, overlaps and opportunities for collaborative approaches.

4.1 ANNUAL TARGETS FOR 2017/18

No	INDICATOR	MEDIUM-TERM TARGETS				
		2017/18	2018/19	2019/20	2020/21	2021/2022
4.1	Research programmes					
4.1.1	Number of research chairs allocated	0	1	0	1	0
4.1.2	Number of non-degree research and postgraduate research funded	8	10	13	15	17
4.1.3	Number of national e-Skills/ ICT environmental scans conducted	1	1	1	1	1
4.2	Knowledge assimilation / production (e-products, e.g. mobile applications, documentaries)					
4.2.1	Number of Scholar/Researcher exchanged (n)	1	1	1	1	1
4.2.2	New products developed (n)	6	6	6	6	6
4.3	Knowledge transfer					
4.3.1	Number of Research colloquium hosted (n)	1	4	4	4	4
4.3.2	Number of Research articles in accredited publications (n)	0	2	0	2	0
4.3.3	Number of research papers in e-Skills/ ICT delivered / presented	5	5	5	8	10
4.3.4	Number of e-Skills/ ICT thought leaders engagements	6	6	9	9	9

4.2 QUARTERLY TARGETS FOR 2017/18

No	Performance Indicator	Reporting Period	Annual Target 2017/18	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
4.1	Research programmes						
4.1.2	Number of non-degree research and postgraduate research funded	Annually	8	Initiate consultation with CoLabson research areas to be conducted	Agreement with the CoLabson research areas to be conducted	-	Report on 8 Non-degree and Post-graduate Research conducted
4.1.3	Number of national e-Skills/ ICT environmental scans conducted	Annually	1	-	Appointment of a service provider to do the an environmental scan	-	Environmental scan conducted
4.2	Knowledge assimilation / production (e-products, e.g. mobile applications, documentaries)						
4.2.1	Number of Scholar/Researcher exchanged (n)	Annually	1	-	Research Publication	-	Completion of Masters thesis
4.2.2	New products developed (n)	Annually	6	-	Identify ICT products to be developed	Provide report on ICT identified products developed	6 ICT identified products developed
4.3	Knowledge transfer						
4.3.1	Number of research colloquium hosted	Annually	1	Identify CoLab to convene an ICT colloquium	-	Convene an ICT research colloquium	-

4.3.3	Number of research papers in eSkills/ ICT delivered / presented	Annually	5	Identify research papers to be delivered	Report on research papers to be delivered	-	Final report on 5 research papers delivered
4.3.4	Number of eSkills/ ICT thought leaders engagements	Annually	6	-	-	-	Final Report on 6 thought leader engagements

The purpose of Programme 6 is to build a formalised multi-stakeholder aggregation and collaborative network that allows the Institute to link outputs and impact and helping existing service providers to demonstrate measurable impact against national strategic plans. It will implement a monitoring framework to aggregate the uptake of technology within society and consistently address the opportunities highlighted between supply and demand of e-skills to deliver against the MTSF 2014 – 2019 goals, the NDP 2013, the SDGs and to support the local needs of an ever-evolving information society and knowledge economy.

5.1 ANNUAL TARGETS FOR 2017/18

No	INDICATOR	MEDIUM-TERM TARGETS				
		2017/18	2018/19	2019/20	2020/21	2021/22
5.1	Strategic guiding documents (frameworks, models, policies, scenarios, strategies, plans)					
5.1.1	Number of new strategic guiding development reports provided (e.g. e-competency framework, aggregation framework, etc.)	1	1	1	1	1
5.2	Impact Measurement					
5.2.1	E-competence development impact indices report provided (n)	1	-	1	-	1
5.2.2	National e-skills summit hosted (n)	1	-	1	-	1

5.2 QUARTERLY TARGETS FOR 2017/18

No	Performance Indicator	Reporting Period	Annual 2017/18 Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
5.1	Strategic guiding documents (frameworks, models, policies, scenarios, strategies, plans)						
5.1.1	Number of new strategic guiding development reports provided (e.g. e-competency framework, aggregation framework, etc)	Annually	1	Develop the new strategic guiding document	Develop Strategic guiding document	-	Strategic guiding document completed
5.2	Impact Measurement						
5.2.1	E-competence development impact indices report provided (n)	Annually	1	-	-	-	1
5.2.2	National e-skills summit hosted (n)	Annually	1	Appointment service provider	Embark on preparations to convene summit	-	Host e-Skills Summit

**PART C: TECHNICAL INDICATOR
DESCRIPTIONS**

4. TECHNICAL INDICATOR DESCRIPTIONS

4.1. PROGRAMME 1: INSTITUTIONAL DEVELOPMENT(ADMINISTRATION)

Indicator Title	Number of quarterly performance and financial reports
Short Definition	The Board has established and maintains a compliance framework and process that is appropriate taking into account the laws, rules, codes and standards that are applicable in the light of compliance risk profile of the company (King III). Compliance assessments will be conducted as per the legal framework to assess the level of adherence to the applicable laws and regulations by the institute (PFMA, National Treasury Regulations and King III).
Purpose/importance	To ensure that the company complies with applicable laws and considers adherence to non-binding rules, codes and standards.
Source/collection of data	The Company Secretary and Internal audit will conduct separate assessments and present the findings to the Audit and Risk Management Committee (ARC).
Method of calculation	Simple Count
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To develop and maintain a culture of adherence to applicable laws and regulations, in order to promote good governance within the organisation.
Indicator responsibility	Programme Manager

Indicator Title	Organisational structure, processes and systems improved (incl. Change Management)
Short Definition	Assessment of the adequacy of the organisational structure to ensure proper use of resources. Including the development of an organizational change management framework assisting in managing the effect of new business processes, changes in organizational structure or cultural changes within an enterprise
Purpose/importance	Management will review organisational structure suitable for the new entity, and then submit it to the Human Resources and Remuneration Committee (HRRC) for recommendation to the Board for approval.
Source/collection of data	Human resources report to the HRRC
Method of calculation	Simple count
Data limitations	None
Type of Indicator	Output

Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	High performing organisation and proper allocation of resources
Indicator responsibility	Programme Manager

4.2. PROGRAMME 2: MULTI-STAKEHOLDER COLLABORATION

Indicator Title	Number of Campaigns
Short Definition	A Catalyst for defining who the institution is and what it aspires to become.
Purpose/importance	Ensure the institute's mandate as well as brand are communicated properly to our target market using the correct platforms; Exhibitions, Directory listings, Social Media, websites, Seminars, publications; e-newsletters and television, etc. Increase the e-Readiness Ranking (e-Skills) of and new job opportunities in South Africa, and stakeholder contributions made to the Digital Development Fund.
Source/collection of data	Campaign reports based on data gathered at places where campaigns are held, including smart community centers, provincial CoLabs, national and international platforms in collaboration with international global development agencies.
Method of calculation	Count number of campaign reports.
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved uptake and usage of ICTs.
Indicator responsibility	Programme Manager

Indicator Title	Institute brand visibility platforms leveraged
Short Definition	A Catalyst for defining what platforms are leveraged for Brand Visibility
Purpose/importance	Ensure the institute's mandate as well as brand is visible enough to our target market.
Source/collection of data	Reports based on data gathered at places where campaigns are held, including smart community centers, provincial CoLabs, national and international platforms in collaboration with international global development agencies.

Method of calculation	Count number of campaign reports.
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved uptake and usage of ICTs.
Indicator responsibility	Programme Manager
Indicator Title	Number of visibility platforms utilized

4.3. PROGRAMME 3: E-ASTUTENESS DEVELOPMENT

Indicator Title	Number of new targeted courses available (developed / acquired / customized)
Short Definition	Course development, course presentations aimed at addressing identified gaps, shortages and mismatches in course content to address the demand for e-skills and e-competencies.
Purpose/importance	Respond to demand and supply of e-skills at national, provincial and community levels for e-astuteness (e.g. Broadband capacity, Local Content Development, ICT facilitators' capacity and e-literacy).
Source/collection of data	Developed/acquired/customizedcourse material
Method of calculation	Count the number of course materials
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	A national e-skills curriculum framework in place that guides the development of new courses targeting the gaps and shortages against new job opportunities and profiles across government, business, education, civil society and global development partners.
Indicator responsibility	Programme Manager

Indicator Title	Number of national e-skills curriculum competency frameworks reviewed
Short Definition	Framework to ensure national coherency in curriculum development.
Purpose/importance	Regular reviews of frameworksto ensure currency and relevance.
Source/collection of data	Content analysis of curricula against environmental e.g. political, economic changes to inform new frameworks.
Method of calculation	Count one review framework on curriculum development
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Continuous alignment of e-skills interventions to be aligned to the National Development Plan and the strategic plan of the Department of Communications (e.g. Broadband, Local Content Development, SMME Development, Rural Development and e-literacy).
Indicator responsibility	Programme Manager

Indicator Title	Number of courses revision reports
Short Definition	Review courses in relation to a changing local, provincial, national educational, political and economic environment.
Purpose/importance	Maintain relevance of curricula.
Source/collection of data	Course revision reports
Method of calculation	Count number of course revision reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Relevant course content and implementation thereof.
Indicator responsibility	Programme Manager

Indicator Title	Number of e-literacy learners trained
Short Definition	e-Literacy learners trained in the use of modern ICTs, including social media.
Purpose/importance	Contribute to making South Africa an e-literate society by 2030 and e.g. contributing to the implementation of the Broadband Plan, opportunities presented in Creative New Media Industries, Connected Health, effective e-service delivery and Education.
Source/collection of data	CoLab management reports
Method of calculation	Count number of learners trained as stated in the CoLab management reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Increase e-skills human capacity in the country at community level (deep rural, rural and peri-urban).
Indicator responsibility	Programme Manager

Indicator Title	Number of sector users trained
Short Definition	Users in different sectors, e.g. tourism, banking, education, health, manufacturing, trained in the use of modern ICTs, including social media.
Purpose/importance	To ensure that users of ICT in different sectors become competent in the use of ICTs in order to be operational in an Information Society and knowledge economy.
Source/collection of data	CoLab Management reports
Method of calculation	Count number of sector users trained as stated in the CoLab reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Increase the number of users competent in the use of ICTs in the work environment.
Indicator responsibility	Programme Manager

Indicator Title	Number of ICT practitioners trained
Short Definition	ICT practitioners trained in the development and use of modern ICTs.
Purpose/importance	ICT practitioners are competent in the development and use of modern ICTs.
Source/collection of data	CoLab management reports
Method of calculation	Count number of ICT practitioners trained as stated in the CoLab reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Practitioners competent in the development and use of ICTs to support innovation.
Indicator responsibility	Programme Manager

Indicator Title	Number of e-leaders trained
Short Definition	e-Leaders, including managers, CEOs, NGO leadership, politicians, trained in the use of modern ICTs.
Purpose/importance	e-Leaders to be capacitated to provide strategic direction in the development and use of modern ICTs.
Source/collection of data	CoLab management reports
Method of calculation	Count number of e-leaders trained as stated in the CoLab management reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	e-Leaders capable of providing strategic direction in the development and/or use of modern ICTs.
Indicator responsibility	Programme Manager

Indicator Title	Number of smart community centers
Short Definition	The institute will have an agreement with each CoLab to identify existing community centers that will be converted into smart community centers. Community centers is a place where citizens can access ICT and learn to use these technologies in a personal (e-astuteness) and socially astute way.
Purpose/importance	Influence and reposition existing community centers in collaboration with key stakeholders (USAASA, provincial and local governments, business) as a local platform to promote the development of e-skills human capacity development.
Source/collection of data	CoLabMOA with a Community center.
Method of calculation	Count number of MoA's between CoLabs and community centers
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Establish an effective network of targeted smart community centers in collaboration with key stakeholders including State Owned Companies.
Indicator responsibility	Programme Manager

Indicator Title	Number of online courses available
Short Definition	Online courses accessible on the Institute platform (i.e. CoLab and Institution) to give learners access to course material.
Purpose/importance	To leverage ICT infrastructure to support access to more targeted learners especially those residing in deep rural, rural and peri-urban communities for inclusive social and economic growth (Broadband, Digital Migration and e-Literacy).
Source/collection of data	CoLab management reports
Method of calculation	Count number of online courses as stated in the CoLab management report
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Increase of targeted online course aligned to the Curriculum Frameworks.
Indicator responsibility	Programme Manager

4.4. PROGRAMME 4: KNOWLEDGE FOR INNOVATION

Indicator Title	Number of research chairs allocated
Short Definition	Professors/senior researchers appointed to CoLabs.
Purpose/importance	Build a nationally and internationally recognized e-skills research network and facilitate the increase in masters and PhD students to support the national thematic areas as outlined in the National e-Skills Plan of Action.
Source/collection of data	CoLab management reports
Method of calculation	Count number of research chairs as states in the CoLab Management Reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	A national and internationally recognized network to support research case studies aimed at the national thematic areas.
Indicator responsibility	Programme Manager

Indicator Title	Number of non-degree and postgraduate research funded
Short Definition	Non-degree: Case studies research projects not linked to postgraduate degree or qualification. The CoLabs will be commissioned to do non-degree research as per the MOA. Postgraduate: Support postgraduate students to do e-skills related research.
Purpose/importance	Promote practice-oriented research aimed at influencing policy making and increase and build a solid theoretical foundation for e-skills research to support e-skills delivery.
Source/collection of data	Research report received from the CoLab as per MOA
Method of calculation	Count number of non-degree research reports and postgraduate research funded as stated in the CoLab report
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Develop and promote the practical solutions identified through case studies to influence policy-making and redirect resources.

Indicator responsibility	Programme Manager
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Indicator Title	Number of national environmental scans conducted
Short Definition	Labour market and citizenry intelligence focusing on supply and demand for e-skills.
Purpose/importance	Deliver the requisite e-skills for society and the economy and to influence and redirect key stakeholders to support the e-Readiness Programme and Digital Development Fund.
Source/collection of data	CoLab management reports based on environmental scans methodology.
Method of calculation	Count the number of national environmental scans as stated in the CoLab management reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Increase in new-targeted e-skills programmes to increase the e-Readiness Rankings of South Africa and implementation of national strategic priorities (Broadband, Content Creation and e-Literacy).
Indicator responsibility	Programme Manager

Indicator Title	Number of Scholar/Researcher exchanged
Short Definition	Establish and facilitate exchange of students/researchers in the field of e-skills between institutions of learning nationally and internationally.
Purpose/importance	Build the e-skills research base at masters and doctoral levels.
Source/collection of data	CoLabmanagement reports.
Method of calculation	Count the number of exchange scholarships facilitated in eSkills/ICT as stated in the CoLab management reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Contribute to building the academic foundation of the e-skills institute.
Indicator responsibility	Programme Manager

Indicator Title	Number of new products developed in eSkills/ICT
Short Definition	Number of new products developed (mobile apps development and multi-media content).
Purpose/importance	Influence curriculum development, teaching and learning and provide a platform for the development of mobile applications to support the thematic areas for new job opportunities.
Source/collection of data	CoLab management reports
Method of calculation	Count the number of new products developed in eSkills/ICT as stated in the CoLab management reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Increase in new products (mobile apps development and multi-media content) developed as targeted, to support the national thematic areas and promote entrepreneurships in new and emerging job markets.
Indicator responsibility	Programme Manager

Indicator Title	Number of research ICT/eSkills colloquiums hosted
Short Definition	A national platform aimed at growing the national research network by e.g. sharing research proposals, case studies, and research results with key stakeholders.
Purpose/importance	To critique research and develop new opportunities for research to support the national e-skills plan of action.
Source/collection of data	CoLab management reports
Method of calculation	Count the number of research colloquiums hosted as stated in the CoLab management reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	New opportunities for research and growth in the national e-skills research network locally, nationally and internationally.
Indicator responsibility	Programme Manager

Indicator Title	Number of research articles in accredited publications (eSkills/ICT related articles)
Short Definition	Publish approved research results for consumption by national and international business, government, civil society and educational institutions to influence existing policy-making, teaching and research.
Purpose/importance	Identify new opportunities for multi-stakeholder collaboration in the areas of e-astuteness development, knowledge for innovation and aggregation.
Source/collection of data	CoLab management reports
Method of calculation	Count the number of research articles in accredited publications as stated in the CoLab management reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Consolidation of e-skills research to influence national, provincial and local policies; development for new e-skills targeted programmes.
Indicator responsibility	Programme Manager

Indicator Title	Number of research papers delivered / presented in eSkills/ICT
Short Definition	Research shared and facilitated across key decision makers, education, civil society and government stakeholders at local, national and international conferences and workshops.
Purpose/importance	To increase awareness of the nature and scope of e-skills research and its impact on service delivery, teaching, innovation and collaboration.
Source/collection of data	CoLab management reports
Method of calculation	Count the number of research papers delivered / presented as stated in the CoLab management reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	New multi-stakeholder partnerships formalized to support the national e-skills plan of action.
Indicator responsibility	Programme Manager

Indicator Title	Number of eSkills/ICT thought leaders engagements in the field of ICT/eSkills development
Short Definition	Engage with knowledgeable practitioners in the field of e-skills human capacity development across business, government, education, civil society and global development partners.
Purpose/importance	Contribute to the continuous advancement of the national e-skills plan of action and contribution to the e-Readiness Programme and Digital Development Fund.
Source/collection of data	CoLab management reports
Method of calculation	Count the number of thought leaders engaged as stated in the CoLab management reports
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Increase in the active participation and contributions by local, national and internationally thought leaders to support the National e-Skills Plan of Action.
Indicator responsibility	Programme Manager

4.5. PROGRAMME 5: AGGREGATION

Indicator Title	Number of new strategic guiding document reports in eSkills/ICT provided
Short Definition	Strategic guiding documents developed e.g. e-competency framework, aggregation framework).
Purpose/importance	To ensure national coherency in curriculum development and research programmes.
Source/collection of data	eSkills/ICT Strategic Guiding Document
Method of calculation	Count one strategic guiding document
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Improved curriculum content and research quality
Indicator responsibility	Programme Manager

Indicator Title	Number of e-competence development impact indices report provided
Short Definition	e-Competence impact indices to measure e-competence improvement.
Purpose/importance	Develop e-competence impact indicators and monitor the impact thereof on targeted national development strategies.
Source/collection of data	e-Competence development report
Method of calculation	Count one e-competence development impact report
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	e-Competence development impact indices report developed.
Indicator responsibility	Programme Manager

Indicator Title	Number of national e-skills summits hosted
Short Definition	Host biennial national e-skills summit with invitees from the broad field of e-skills/ICT skills development.
Purpose/importance	Review and update the National e-Skills Plan of Action.
Source/collection of data	Institute Quarterly report
Method of calculation	Count the number of e-Skills Summit hosted
Data limitations	None
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Reviewed National e-Skills Plan of Action published.
Indicator responsibility	Programme Manager

PART D: ACRONYMS AND ABBREVIATIONS

CoLab	Provincial e-Skills Knowledge Production and Collaborative Laboratory
DoC	Department of Communications
DOL	Department of Labour
DHET	Department of Higher Education and Training
DoBE	Department of Basic Education
DTPS	Department of Telecommunications and Postal Services
EXCO	Executive Committee
e-SI	e-Skills Institute
HRDCSA	Human Resource Development Council of SA
ICTs	Information Communications Technologies
IDC	International Data Corporation
iNeSI	iKamva National e-Skills Institute
ISAD	Information Society and Development
ISSA	Institute for Space and Software Applications
ITU	International Telecommunications Union
MDGs	Millennium Development Goals
MGI	McKinsey Global Institute
MICT SETA	Media, Information Communications Technologies, Sector Education Training Authority
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NDS III	National Development Strategy
NEMISA	National Electronic Media Institute of South Africa
NeSPA	National e-Skills Plan of Action
PIAC	Presidential International Advisory Council
ResNeS	Research Network for e-Skills
TVET	Technical Vocation Education & Training Colleges
SOC	State Owned Companies
UN	United Nations
UNDP	United Nations Development Programme
USAASA	Universal Service Access Agency of South Africa
WEF	World Economic Forum
WSIS	World Summit on Information Society