



DIGI

FIVE YEAR STRATEGIC PLAN

2020/21-2024/25

Statement by the Board Chair

Technology is influencing the rapid changes in the world we live in, at a pace that a substantial number of human beings cannot adopt fast enough to remain relevant. These changes will continue to dominate all areas of our lives and impact societies both positively and negatively.

South Africa is not well considered around the world with regards to the quality of maths and science education, it was ranked last out of 148 countries according to the World Economic Forum (WEF). The WEF further ranked South Africa 146th for the overall quality of education out of 148 countries. The unemployment rate in 2019 reached an all-time high of 29,0%, with the majority of the unemployed being the youth. Data prices in South Africa remain one of the highest in the world, ranked at 143 out of 230 countries by Cable a United Kingdom (UK) mobile broadband comparison website. The public sector is the least innovative and adaptive to emerging technologies, mainly due to lack of technological resources, the fear factor of the unknown and the educational level of the public sector officials.

All these challenges present underlying opportunities, which need to be realized to create a better life for all citizenry. National Electronic Media Institute of South Africa's (NEMISA's) new mandate is to be the 4th Industrial Revolution (4IR) skills institute for the public and private sector. Therefore, our objective is to ensure that the public sector has the adequate skills and knowledge to be the catalysts for innovation internally, to disrupt government operations. Also, to influence the private sector to be innovative in the solutions being offered to government and how these will be implemented. This will culminate in facilitating the creation of new technologies in South Africa that can compete with the rest of the world.

This strategic plan was developed with the determination to ensure a digitally skilled South African citizenry, which would stimulate economic development and create future jobs. Our intention is to make an impact that would ultimately change people's lives and boost the South African economy.

South Africa has the potential to be the innovation and technology hub of Africa, awareness and digital skilling will place the citizenry in a position of power to convert our current challenges into opportunities.



Ms Molebogeng Leshabane
Chairperson of the Board

Accounting Officer Statement

We live in an increasingly technological changing world whilst a significant part of the population in South Africa remains digitally excluded. As NEMISA's mandate has changed from offering creative multimedia training to include basic-to-advance digital skills and 4IR training, the institution has a critical role to play in minimizing the digital divide whilst preparing government and labour to adapt and embrace future technological changes.

It is extremely crucial that all citizens acquire basic digital skills to fully participate in the digital economy. With a very limited budget, NEMISA must utilize 4IR digital technologies like the establishment of a Digital Skills Cloud platform to cost effectively and efficiently train its target audience. In this way, we will be utilizing digital technologies to skill people in digital technologies and to massify digital skilling to the populous of our country.

As a national catalyst for digital skills training and development, NEMISA must strive to provide value to all its stakeholders, use innovation to improve human capital development and create digital skills training that is responsive to its intended target audience. It is also imperative to move to a digital government, government personnel to be reskilled and upskilled to be able to deliver services through a variety of online channels.

In order to seize the opportunities presented by this 4IR digital evolution, NEMISA will establish a Multi-Media Production House that will generate revenue streams so that it will become self-sustainable. This production house will focus on developing interactive learning content, dynamic website and graphic designs and creating rich multimedia presentations for government, academia and industry. As a result, NEMISA trainees will have the opportunity to gain experiential and on-field work as interns to make them more job marketable or to establish their own Small, Micro and Medium Enterprises (SMMEs). The digital skills cloud platform will also become another advertising revenue source for NEMISA.

With the current economic outlook, all Strategic and APP targets will be scaled-up in phases. In the process, NEMISA will itself become digitally transformed. Irrespective of age, gender, ethnicity or socio-economic status, everybody must be able to participate in the digital economic.

Happy 4IR and Digital skilling.




Mr Treveen Rabindhath
Acting Chief Executive Officer

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of National Electronic Media Institute of South Africa (NEMISA) under the guidance of the Board of Directors.
- Takes into account all the relevant policies, legislation and other mandates for which NEMISA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs, which the NEMISA will endeavour to achieve over the period 2020-2025.

Ms. Kefiloe Ntsileng:
Head Official responsible for Planning

Signature:  _____

Mr. Thilivhali Ramawa:
Chief Financial Officer

Signature:  _____

Mr. Treveen Rabindhnath:
Acting Chief Executive Officer

Signature:  _____

Approved by:
Ms. Molebogeng Leshabane:
Board Chairperson

Signature:  _____

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Part A: Our Mandate

1. Constitutional mandate

The National Electronic Media Institute of South Africa was established as a non-profit institute for education in terms of the Companies Act (1973) and is listed as a schedule 3A public entity in terms of the Public Finance Management Act (1999).

NEMISA derives its mandate from the Department of Telecommunications and Postal Services (DTPS), and DTPS's constitutional function is e-skilling the nation for equitable prosperity and global competitiveness.

2. Legislative and policy mandates

The mandate is further embedded in the following national policies recognizing the need for development of Digital Skills in South Africa;

- National Development Plan 2030
- National Skills Development Plan
- 2014 SA Connect Broadband Policy
- 2016 National Integrated ICT Policy White Paper
- White Paper on Post-School Education and Training
- Digital Skills Strategy
- National Human Resources Development Strategy

3. Institutional policies and strategies governing the five-year planning period

At the time of developing NEMISA's five-year strategic plan, a few key policies and strategies have been identified as essential for executing the Strategic Plan. The development of a proper transformation strategy to accomplish change and create shared value to all NEMISA's stakeholders. As NEMISA embarks on accelerated digital training by utilizing digital technologies to skill people in digital technologies, the organizational structure, several internal strategies and policies will require re-alignment as indicated below:

- ICT strategy
- Organizational structure re-alignment
- ICT Security Policy
- ICT Disaster Recovery Policy
- Business Continuity Policy
- Marketing and Communication strategy

4. Relevant court rulings

There are no court rulings in respect of NEMISA other than an audit query relating to lease agreement. NEMISA irregularly entered into this lease agreement due to the lack of a competitive bidding process and the lack of a feasibility study being performed by NEMISA, to ensure that pricing is fair, equitable, transparent, competitive and cost effective.

Part B: Our Strategic Focus

1. Vision

A world class innovative Skills Institute to ensure an empowered South African citizenry with 4IR capabilities.

2. Mission

To provide national digital skills training for the proper use of technology, in order to improve the quality of life of all people in South Africa.

In order to fulfil our mission, the Institute will:

- Be the driving force in respect of innovation promotion and development.
- Create an environment of skills in respect of 4IR innovation and technologies.
- Be a primary facilitator for digital training opportunities in South Africa by positioning itself as a national provider of digital skills development for the public and private sector.
- Develop and present training programmes, where appropriate, as identified through various mechanisms.
- Create national awareness regarding the understanding of digital transformation.
- Position itself as a preferred institution and a thought leader in digital skills development.

3. Values

- Agility
- Collaboration
- Integrity
- Professionalism
- Commitment to excellence

Values	Value statements
Agility	NEMISA upholds a principle of flexibility, adapting to accelerated changes without losing its identity.
Collaboration	We believe in the power of working across multiple organisations, train individuals and constituencies in order to co-create ideas and innovations that will improve our capital through partnerships that work. We espouse values of inter-programme collaboration so that we create a united workforce that will sustain the organisation through communication as a strong vehicle.
Integrity	NEMISA strives to be the epitome of honesty exercising sound moral and ethical principles which all employees will uphold in our dealings with a variety of stakeholders.
Professionalism	In everything we do we strive to maintain a professional etiquette when dealing with our stakeholders.
Commitment to excellence	We are committed to excellence, and to always providing the best value to our customers, partners and stakeholders. We set and achieve ambitious goals, we pursue high expectations, innovate by trying new ways of executing these values and model a positive example.

4. Situational Analysis

In a world and society in which digital technologies play a fundamental role in all areas of life, learning, socially and work, it is crucial for all citizens and organizations to have the appropriate digital skills.

The fast growing change in respect of digital technology makes it even more urgent to place a high focus on the development of appropriate digital skills and to ensure that these skills are continually developed and maintained.

4.1 External Environment Analysis

NEMISA seeks to achieve its vision and mission in an environment where:

Technology affects all areas of life: Digital technologies affect access and the effective uses thereof related to business, education and government. It impacts on the social as well as information platforms pertaining to all aspects of one's life.

Technology addresses national challenges: Digital technologies have become fundamental to addressing socio-economic equity, development and sustainability. It deals with the challenges of related to poverty and inequality, and facilitates building an inclusive economy. Establishing a capable and developmental state has partly become dependent on society across the full socio-economic spectrum – appropriating modern ICTs.

Digital skills are fundamental to ICT ecosystem: ICTs do not stand alone. They exist in a system where the ability to use the technologies effectively is as important as the infrastructure and services. ICT infrastructure plays an integral part in technological advances. Therefore, the 4IR Commission is recommending that government should invest in making South Africa a hyper-scaled data centre owner. In the draft report presented to the Minister of Communications and Digital Technologies the Commission further recommends that as part of ICT infrastructure there be a need for a submarine cable investment linking the Indian and Atlantic oceans along the South Coast. Such a submarine cable will connect major coastal towns such as Cape Town, Port Elizabeth, East London and Durban more economically than by land.

Digital skills enable inclusion: By developing and enhancing digital skills, all South Africans will be able to participate more equitably in a societal environment increasingly dominated by modern ICTs. This is particularly relevant for groups at risk of socio-economic exclusion, including the previously disadvantaged, elderly, unemployed, people in rural areas including youth and women.

A 2018/2019 studies by the International Finance Corporation shows a significant gap in supply and demand of intermediate and advanced skilled individuals in Sub-Saharan Africa. According to the study, 80 per cent of industry participants that were interviewed believe that a lack of digital skills hampers the expected economic growth. South Africa is both a socio-economically and digitally unequal country. According to an article published in CIO.COM, South Africa needs to address the skills gap to ensure it is able to compete with developed nations.

In addressing some of the above-mentioned issues, NEMISA will in the next five years embark on several accelerated digital skilling programmes to reach the populous of our country. Three strategic focus areas that will help us achieve this are outlined below:

1. Use technology to accelerate and skills in digital technology.
NEMISA, although having a limited budget, will establish the Digital Skills Cloud platform, and the multimedia production house, which will be implemented in phases to address the increasing demand for digital skills training.
2. Support skills development to build a digitally skilled workforce.
Provide continuous support for staff to be skilled and re-skilled.
3. Improve organisational efficiency and sustainability.
A turnaround strategy will be developed to transform the organization, its staff structure and ICT infrastructure into a more efficient and sustainable entity.

Digital skills Divide and inclusion

For South Africa to further improve its ranking in the digital economy, it is crucial that its citizens acquire the digital skills they need to fully participate in this particular economy. We live in an increasingly online world and a significant part of the population remains digitally excluded. A large number of adults have never used the Internet and they are missing the opportunities the digital world offers, whether through lack of connectivity, digital skills or motivation. NEMISA has a critical role to play in minimizing the digital divide between those who have been able to embrace the digital world and those who have not.

There is a critical need to assist those who have basic digital skills and connectivity but lack the confidence and knowledge to fully benefit digital economy, whether at work or beyond. Most positions in the work place have a digital element, and it is predicted that within 20 years 90% of all employment will require some element of digital skills.

Effective digital skills provision is essential to ensure the workforce is prepared for this and future technological changes.

For those lacking basic digital capability, the reasons for this exclusion are often complex. Research suggests that there are five key barriers, and more than one may affect individuals at any one time:

- Access - unavailability of access to Internet and cell phones networks.
- Skills - the ability to connect and use the Internet and online services.
- Confidence - a fear of crime, lack of trust or not knowing where to start online.
- Motivation - understanding why using the Internet is relevant and helpful.
- Affordability – the cost of data in South Africa is too high for most citizens.

Digital Government

There is still a lot of work to be done in digitally skilling government officials in South Africa. There are many basic functions and activities performed daily in government departments which should already have migrated to digital platforms, but they are still being conducted in conventional ways. For example, most national and provincial departments still require physical submission of bid proposals and quotations from suppliers and service providers. They also still require physical submission of job applications from job seekers. It is imperative for government to be able to deliver services through a variety of channels more effectively (including online, telephone and face-to-face).

In response to the above environment and challenges faced by the country, NEMISA as South Africa's key digital skills institute will endeavour to support as many citizens of this country as possible to develop the skills they need to participate in the digital economy. NEMISA will endeavour to assist businesses in harnessing the productivity benefits of digital transformation. As jobs and whole industries are disrupted during digital transformation, we need to make sure those affected have the support they need to adapt. We must also enable people in every part of society - irrespective of age, gender, physical ability, ethnicity, health conditions, or socio-economic status - to access the opportunities of the internet. If we do not, our citizens, businesses and public services cannot take full advantage of the transformational benefits of the digital revolution. This transformation will benefit society as a whole.

Our approach to delivering these objectives focuses on three strands:

- **Developing** the full range of digital skills that individuals and companies across the country need in an increasingly digital economy and supporting people to up-skill and re-skill throughout their working lives.
- **Strong collaboration** between the public and private sector to tackle the digital skill gaps in a coordinated and coherent way, so that everyone in all locations has better access to the training they want or need.
- **Embedding** digital skills throughout government.

In alignment with the NDP 2030, the National Skills Development Plan 2030 aims to create an educated, skilled and capable workforce within South Africa. The National e-Strategy developed by the DTIC also focuses on "*Skilling the nation*". Hence, NEMISA needs to embark on a massive skills development programme to create awareness, demystify technologies and extend the use of technology to society, in order to promote the uptake and usage of ICTs in our country.

In addition, and as outlined in the National Integrated ICT policy white paper, the ICT Panel recognised the need for a new skills dispensation to drive heightened innovation in the ICT sector. In order to meet the goals, set out in this policy, South Africa needs to increase ICT skills across all spheres of society. This includes basic digital literacy (adult e-literacy) as well as youth development and sectoral programmes in ICT.

Digital Skill environmental scan and statistic

In an attempt to obtain more accurate information, NEMISA in collaboration with UNISA has embarked in an ongoing nationwide environmental scan to understand the state of digital skills landscape in South Africa. Spatial and demographic data related to digital skills gap, digital skills for gender and youth, online learning uptake, educational attainment and employment will be conducted and published in this environmental scan. This scan will form the baseline for NEMISA to create digital skills training interventions to address the digital skills gap.

The fast pace and the continuous evolution of digital technologies present a very challenging environment for digital skilling. These challenges are further compounded by the fragmented nature of the skills sector, making it difficult to maximise the value of the existing interventions to develop new digital skills across the ICT sector. One must also strike a balance of providing basic digital skilling to the remote and rural populous of our country whilst keeping abreast with 4IR innovations such as skills for cloud computing, big data, artificial intelligence and Internet of Things. Apart from providing digital skilling to the citizens, NEMISA, will also have to be digitally transformed, staff will have to be re-skilled or upskilled and ICT infrastructure will have to be continuously upgraded to keep up with the skills demand and global trends.

NEMISA needs to monitor the national digital skills gap, co-ordinate and facilitate opportunities for digital skilling, and find the niche to address the disconnect between the skills supply side (through universities and FET colleges) and the skills demand side, where the skills needed for economic growth are not supplied by the universities and TVET colleges. As part of the strategic plan, NEMISA will be developing and implementing a stakeholder and communication strategy. NEMISA will then collaborate with key government departments, Universities, TVET colleges, ICT Vendors and Industry partners, MICT SETA, SMME's and NGO's to fulfil its mandate.

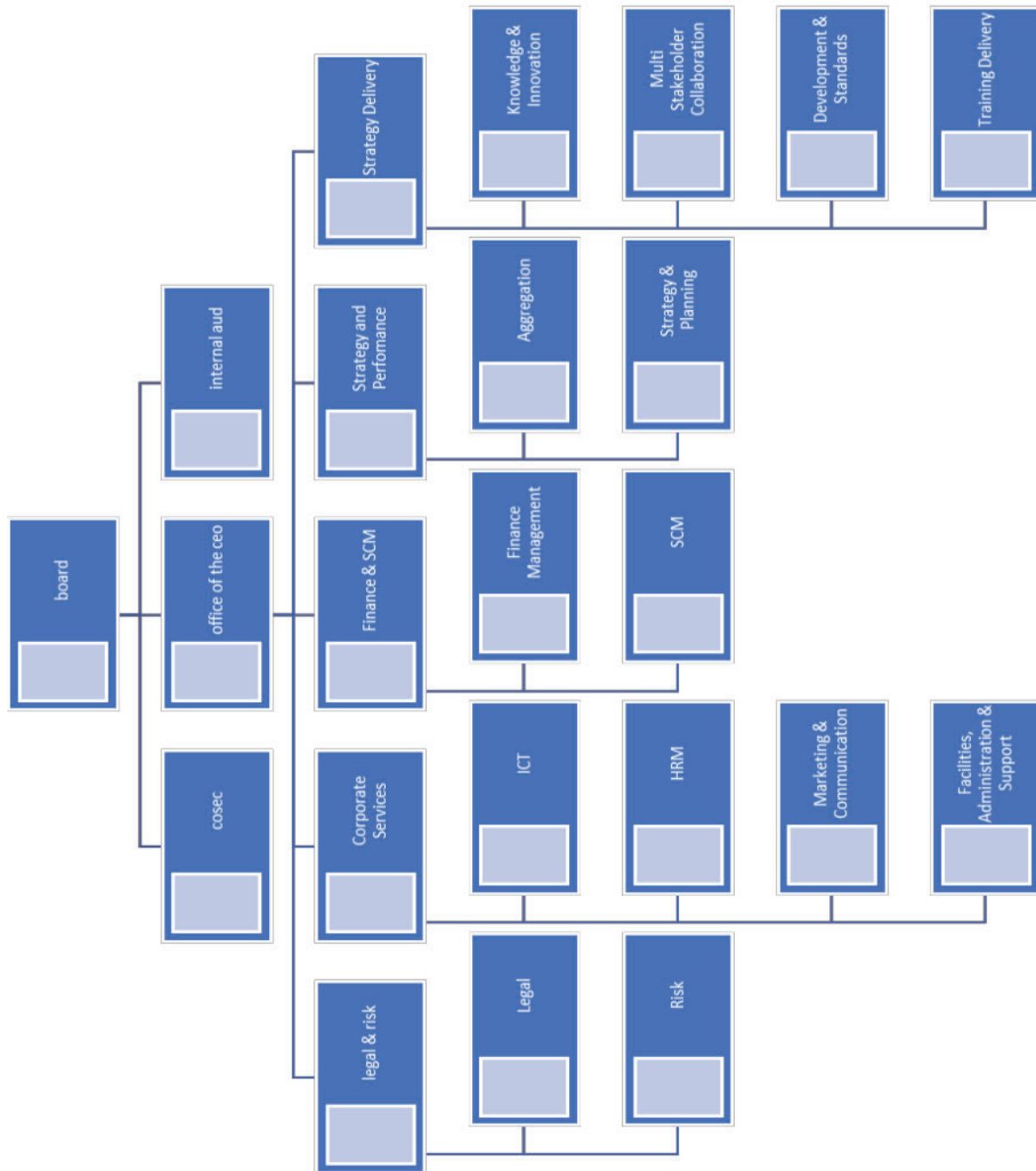


As NEMISA has a national mandate, it has used the PESTEL analysis to cover a range of different scenarios (Political, Economic, Sociological, Technological, Legal and Environmental). This analysis is tabulated below.

Political	Economic	Social	Technological	Environmental	Legal
<ul style="list-style-type: none"> -Political Leadership commitment to enhance the role of NEMISA and the inter-ministerial collaboration on e-governance -Increased political contestations -Political will to fund Post Schooling -Lack of integrated planning amongst the three spheres of government for technological advancement -Disconnect between National Government and Provincial Government 	<ul style="list-style-type: none"> -High rate of unemployment especially amongst the youth -Slow economic growth & recession -High price of technology and data -Curriculum inadequacy -Insufficient entrepreneur development programmes 	<ul style="list-style-type: none"> -Rising inequality -Slow pace of development & transformation -Lack of service delivery -Health status and changing burden of diseases -Education and skills system crisis (moved economic) -Demographic changes -Increasing numbers of youth unemployment and development 	<ul style="list-style-type: none"> -4th Industrial revolution impact on economy, labour market & public sector -Slow adoption of digitisation, Automation, AI & Machine Learning -Lack of basic and advanced digital Skills -Need for investment in R&D and innovation -Lack Infrastructure (network) -Instability of electricity supply 	<ul style="list-style-type: none"> -The organisation exists within a digital global context and a local context of unemployment, inequality and slow economic growth -The Country is extremely vulnerable to 4IR- in terms of the human capacity index -Less than 25% of the Country's workforce are ready to work with new technologies and machinery -Skills development focus must be shaped according to jobs of the future -The changing world of work -Changing geography of production -Growing skills instability - (Source: WEF. Future of jobs report 2018) 	<ul style="list-style-type: none"> -The adaptability and agility to laws and regulations -High level panel: ills of the past are being reproduced in post-apartheid society, despite extensive legislative reform -Cybercrime and laws -Expanding compliance universe -Information security & regulation of data -Legislating planning

4.2 Internal Environment Analysis

To execute this Strategic plan 2020-2025, the current structure is as follows:



As part of the planning process, management as well as the board has identified the need for the above organizational structure to be revised and aligned in line with the expansion of the mandate.

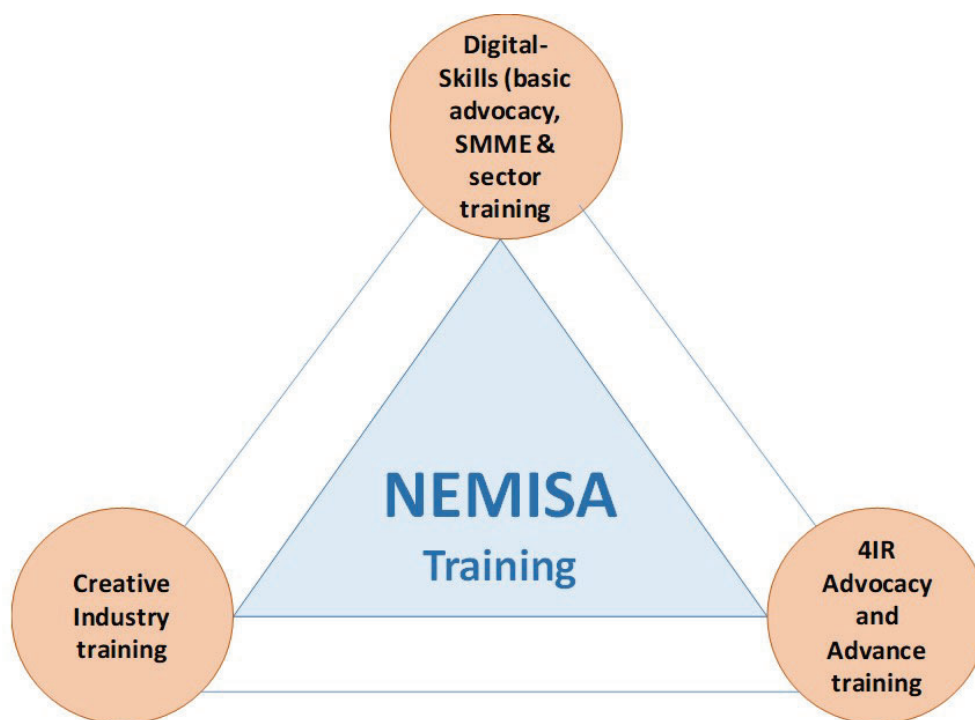
To be recognized as a national catalytic organization for development of digital skills in South Africa for both government and the general public the following strategic enablers will be required:

- Adequate Technological Infrastructure
- Effective Organizational Structure and Capacity development
- Quality Training Curriculum and Course Content
- Provision of access to learning
- Multi-Sector Collaborations and Partnership development

With a very limited budget, the Digital Skills Cloud platform and the multimedia production house will be implemented in phases as the demand for digital skills training increases. A turnaround strategy will be conducted to transform the organization, its staff structure and ICT infrastructure. The most cost-effective solution will be for a cloud platform to be provided, as a managed service from industry, whilst NEMISA builds up its in-house capacity. These planned mechanisms using digital technologies to skill people in digital technologies will assist NEMISA to deliver on its mandate.



To catalyse digital skills development for meaningful use of digital technologies, NEMISA will focus on the following product offering through partnerships with tertiary institutions, NGO's, Local and Provincial government, Small Micro and Medium Enterprises (SMME's) and industry partners.



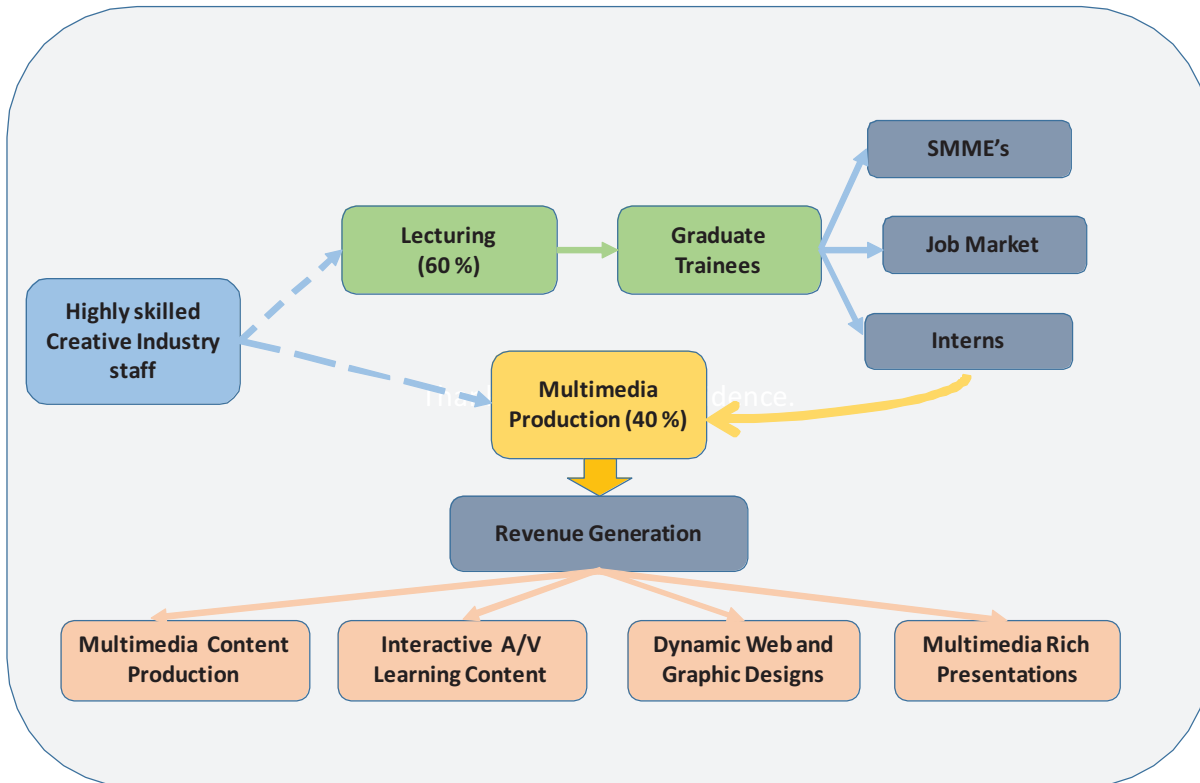
Creative industries training (original mandate)	Digital literacy (Basic and advance)	4IR Advocacy and Advance training
<ul style="list-style-type: none"> -Radio Production -Film and TV Production -2D/3D animation -Interactive media -Gaming (new) -Digital content production 	<ul style="list-style-type: none"> -Surfing, searching on the internet -How to obtain and utilize email -Setting up/using social media accounts -Online banking, cashless /mobile banking -Basic use of word editors and spreadsheets for budgeting, -Using e-Gov services -SMME support -E-Leaders -Cyber security awareness 	<ul style="list-style-type: none"> -Data science -Software development -Cloud computing -Drone piloting -Cybersecurity -3D printing

Taking cognisance of the above product offering, NEMISA has developed a business model to improve and effectively execute its mandate:
Business Model:

<p>Key Partners</p> <ul style="list-style-type: none"> -DTPS and other Gov depts. SOE's -Academia (TVETs and universities) -ICT and creative industry business -SETAs and funding agencies -Financial and Banking sector 	<p>Key Activities</p> <ul style="list-style-type: none"> -Creative industry training -Digital Skills Training (basic to advanced) -Advocacy and Awareness -4IR Training (advocacy to advanced) -Multimedia content and production -Provision of educational Cloud services 	<p>Value Propositions</p> <ul style="list-style-type: none"> - Digital literacy (Use of email, surf and search Internet, online banking, word and spreadsheet, social media, using eGov apps) in order to use ICT tools in enhance daily lives (work, study, business.) -Provision of digital skills Cloud for faster more cost effective and efficient access to digital skills content and services -Scarce skills training in creative industry (animation, interactive multimedia, film and radio production) -Multimedia production for interactive online training and media rich marketing content for Govt and businesses -Targeted 4IR advocacy training to Govt, NGO's and SOE's and advance 4IR industry certified training to young undergraduates and professionals. 	<p>Customer Relationships</p> <ul style="list-style-type: none"> -Online community -Social Networks -NEMISA Website -Partner venues: face-to-face -In-house studios 	<p>Customer Segments</p> <ul style="list-style-type: none"> -Unskilled, peri-urban and rural population. -Skilled, professional or business customers that require ICT tools to further knowledge. -Govt, NGO's SOE's -Media houses
<p>Key Resources</p> <ul style="list-style-type: none"> -Virtual Network of Servers for Cloud Services and broadband access -High end multimedia workstations and studios, software and licenses -Highly skilled ICT and creative industry personnel -Digital skills platform (LMS, e-learning channel) 		<p>Channels</p> <ul style="list-style-type: none"> -Access to Cloud services (LMS) and website via mobile devices -Partner venues Libraries, Schools, community centres -Specialized labs for face- to-face creative industry training -e-learning channel 		
<p>Cost Structure</p> <p>Cloud Services, software and licenses, specialized studios</p> <p>Admin overhead, staff development, rental, student accommodation, travel and allowances</p> <p>Support Functions (Strategy & Planning, Finance, HR, SCM, Legal, Facilities, IT, Risk and Compliance)</p>		<p>Revenue Streams</p> <p>SETAs, DTPS ICT Industry, USAF, Online, National Treasury, advertising on cloud and website, multimedia productions</p>		

Establishment of an interactive multimedia production house and digital technologies training & development unit

- The diagram below depicts the process flow of the Multi-Media Production House:



- In order to seize the opportunities presented by this digital evolution, NEMISA will establish a Multi-Media Production House that will generate revenue. NEMISA will initially invest CAPEX into the production house and it is perceived that within a 4-6 year period the products produced will generate enough revenue for NEMISA to become partially sustainable. The production house will focus on developing interactive learning content, dynamic website and graphic designing and creating rich multimedia presentations for government, academia and industry.
- The production house will better the scarce skilled training that is being conducted at NEMISA.
- The production house will also provide NEMISA trainees with the opportunity to gain work experience as interns in order for them to be more job marketable or to become their own SMMEs.
- The production house will create SA's own animation cultural stories/folk tales in order to preserve and promote SA's cultural heritage. This will also provide an opportunity to re-tell past history in a more realistic and educational manner. This will entail collaborations with the Dept of Arts and Culture, museums and heritage sites.
- Allow NEMISA to create easy-to-use, easy-to-understand interactive online digital / 4IR learning modules. NEMISA will work with DTPS to obtain zero-rated data for this content.

Part C: Measuring Our Performance

1. Institutional Performance Information

2. Impact Statement

Impact statement	Accelerated use of digital technologies to improve quality of life
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3. Measuring Outcomes

	Outcomes	Outcome Indicator	Baseline	Five-year targets
1	Transformed Organisation	Transformation and change strategy approved	Draft Transformation Strategy	Approved strategy Approved implementation plan; Upskilled internal staff
		Established Multi-Media Production House	New	Approved business and implementation plan Developed multi-media products
2	Digitally skilled citizens	Number of citizens trained in basic digital literacy	6 500	1 000 000
		Number of learners trained in creative media courses	144	1000
		Number of new creative industry courses developed	7	3
		Number of citizens trained in specialist technology	337	10 000
		Number of employees within government departments and public institutions participating in digital transformation advocacy and awareness campaigns	160	10 000
		Number of new collaboration agreements signed	8	5 Signed MoU with technology organization and 5 Signed MoU with government institutions
3	Expanded digital skills delivery model	Established Digital skills cloud platform	Pilot phase of the learning management system	NEMISA Digital Skills Cloud platform established
4	Improved applied research & innovation knowledge	Number of knowledge transfer events hosted	1 Digital skills summit hosted 1 Colloquium	5 Hackathons 2 Digital Skills Summits 2 Colloquiums

			hosted 2 Hackathons	
5	Aggregated digital skills programmes	Number of approved monitoring and evaluation impact reports	New	4 Monitoring and Evaluation impact reports

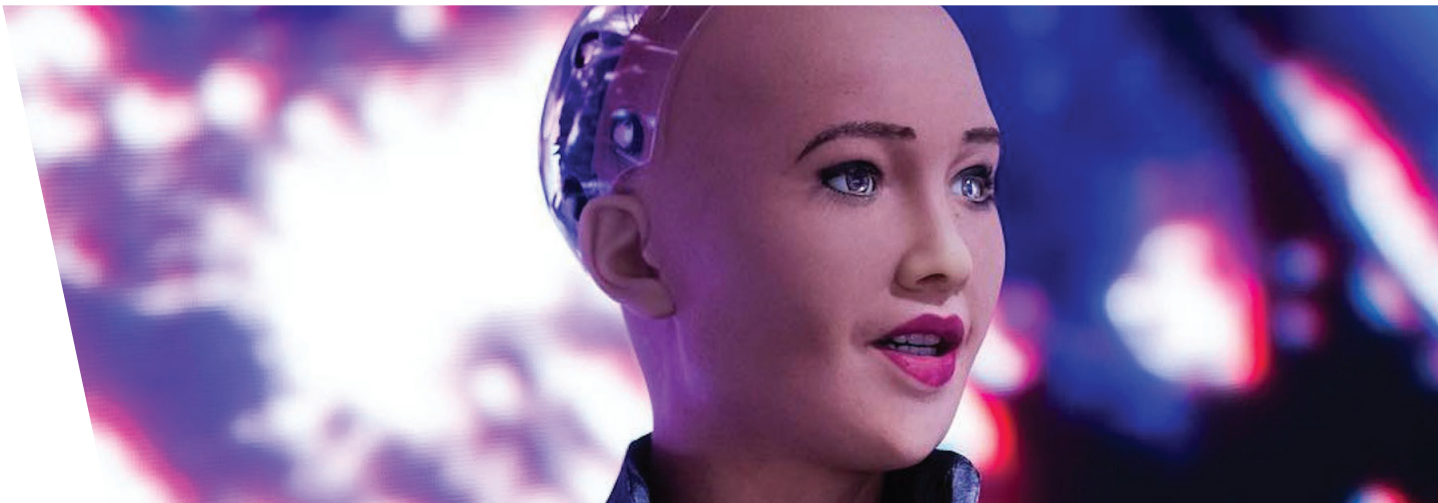
3.1 Explanation of Planned Performance over the Five-Year Planning period

As stipulated in the National Development Plan (Vision 2030) of South Africa, “*the country needs an economy that is more inclusive, more dynamic and in which the fruits of growth are shared more equitably*”. Aligned to the 15 chapters of the NDP, the MTSF seeks to ensure that the medium-term and short-term planning of government is aligned with the NDP.

In his first state of the Nation address of the 6th Administration, President Ramaphosa committed to the following amongst others: Scaling up skills development for young people in new technologies.

NEMISA with its mandate contributes to priority number 1 (Economic transformation and job creation) and 2 (Education Skills and health) of the seven Government priorities.

It is with this aim in mind that NEMISA is determined to enhance digital capabilities of the people of South Africa to ensure digitally active and digitally educated citizens.



4. Key Risks

Outcomes	Key Risk	Risk Mitigation
Transformed Organisation	<ul style="list-style-type: none"> Failure to transform NEMISA into the Digital skills catalyst organisation Inability to position and recognise the NEMISA brand 	<ul style="list-style-type: none"> Develop NEMISA turnaround strategy (upskill and reskill) Revise the current organizational structure Source alternative funding Fill all critical posts Upgrade our technology infrastructure
Digitally skilled citizens	<ul style="list-style-type: none"> Failure to deliver on the digital skills programmer 	<ul style="list-style-type: none"> Create a conducive learning environment by upgrading learning equipment Appoint additional skilled lectures Liaise with shareholder and other government departments to collaborate and execute identified digital skills projects.
Expanded digital skills delivery model	Inability to identify and collaborate with suitable stakeholders for NEMISA	<ul style="list-style-type: none"> Appoint dedicated personnel to identify and manage stakeholders Continuous engagement and collaborations with new partners to expand digital skills delivery Establish digital skills platform for online learning
Improved applied research & innovation knowledge	<ul style="list-style-type: none"> Poor quality of research and innovation Failure to protect NEMISA's Intellectual Property (IP) 	<ul style="list-style-type: none"> Active collaboration with government departments (DHE, DSI) for quality research and innovation. Appoint capacity for implementation of research outcomes.
Aggregated digital skills programmes	Inability to monitor impact of technology uptake within the society	<ul style="list-style-type: none"> Appoint dedicated personnel to monitor impact of technology uptake within the society Develop a system to monitor impact



Part D: Technical Indicator Description

Indicator Title	Transformation and change strategy approved
Definition	Strategy that will guide NEMISA to respond accordingly in terms of delivering the extended mandate. Determine functions, positions and infrastructure required to operate effectively.
Source of data	Board approved transformation and change strategy Board transformation implementation plan
Method of calculation/Assessment	Simple Count
Assumptions	NEMISA will be funded to execute the extended mandate
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Well-functioning organization
Indicator responsibility	Chief Executive Officer

Indicator Title	Established Multi-Media Production House
Definition	Unit specializing in visual audio, interactive media, radio, television and film production.
Source of data	Quarterly reports on the operations of the production house
Method of calculation/Assessment	Simple Count
Assumptions	The production house will create revenue streams for NEMISA by sales of its products to Government, SoE's and the private sector
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Multi-Media Production House
Indicator responsibility	Production Manager

Indicator Title	Number of citizens trained in basic digital literacy
Definition	<p>Basic digital literacy training refers to basic training on how to use digital tools.</p> <p>The training focuses on</p> <ul style="list-style-type: none"> • Using a search engine to find information • Demonstrating knowledge of which websites to target/search for specific sources of information or services, and the ability to work with these web sources • Reading, viewing on digital devices • Storing/saving data on a device or in the cloud (e.g. Dropbox) • Moving things around on mobile devices / computers and saving them (files, folders, records, favourites) • Using the basic functionalities of mobile devices • Working with digital maps
Source of data	Aggregated LMS reports with trainees obtaining badges if they have successfully passed the online test or quiz.
Method of calculation/Assessment	Simple Count
Assumptions	Intellectual property and communities have broadband connectivity. Targeted training to follow the national broadband rollout plan. Deliver of basic digital literacy course will be conducted both online via the LMS and face-to-face training using locally trained facilitators (to drastically bring down the cost per trainee for this programme)
Disaggregation of Beneficiaries	<ul style="list-style-type: none"> • Target for women: 500 000 • Target for youth: 700 000 • Target for people with disabilities: 50
Spatial Transformation	Nation-Wide
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	For SA to improve its ranking in the digital economy.
Indicator responsibility	Chief Executive Officer



Indicator Title	Number of learners trained in creative media courses
Definition	The indicator measures number of people trained in creative media courses
Source of data	Completion certificate (MICT SETA accreditation)
Method of calculation/Assessment	Simple Count
Assumptions	Increased demand for experts in creative media
Disaggregation of Beneficiaries	Target for women: 500 Target for youth: 700 Target for people with disabilities: 10
Spatial Transformation	Nation-Wide
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Increased creative media experts
Indicator responsibility	Head of Training

Indicator Title	Number of creative media courses developed
Definition	Course development aimed at addressing identified gaps, shortages and mismatches in course content to address the demand for future creative media digital skills.
Source of data	Course Material/Content and accreditation.
Method of calculation/Assessment	Simple Count
Assumptions	Need for course content to be reviewed and aligned to demand for future creative media digital skills.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Course content to remain relevant
Indicator responsibility	Head of Training

Indicator Title	Number of citizens trained in specialist technology
Definition	Digital skills training ranging from word processing, spreadsheets, SMME support, data sets to internet of things, cloud computing, data science, software development, 3D printing and artificial intelligence.
Source of data	Aggregated LMS reports. Certificates (local or international industry certification)
Method of calculation/Assessment	Simple Count
Assumptions	The candidates already meet the basic prerequisites for the courses.
Disaggregation of Beneficiaries	Target for women: 5000 Target for youth: 7000 Target for people with disabilities: 10
Spatial Transformation	Nation-Wide
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Increased digital skills capacity in the country
Indicator responsibility	Head of Training

Indicator Title	Number of employees within government departments and public institutions participating in digital transformation advocacy and awareness campaigns
Definition	The indicator measures the number of employees within government institutions participating in 4IR advocacy training
Source of data	Attendance Registers
Method of calculation/Assessment	Simple Count
Assumptions	NEMISA to embed digital skills throughout government
Disaggregation of Beneficiaries	Target for women: 5000 Target for youth: 4000 Target for people with disabilities: 10
Spatial Transformation	Nation-Wide
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Digital transformation within government departments and public institutions
Indicator responsibility	Head of Training

Indicator Title	Number of new collaboration agreements signed
Definition	Partnerships established with stakeholders to ensure sufficient training coverage achieved.
Source of data	Signed MoU
Method of calculation/Assessment	Simple Count
Assumptions	Training partners provide the minimum certification requirements. Intellectual property for all training is co-owned BY NEMISA Course content to be made free available via LMS
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Establish an effective network in collaboration with key ICT stakeholders.
Indicator responsibility	Chief Executive Officer

Indicator Title	Digital skills Cloud platform established
Definition	Platform that provides access to online content by using the latest 4IR cloud technology
Source of data	Quarterly analysis reports on LMS establishment and usage
Method of calculation/Assessment	Simple Count
Assumptions	Through the digital skills cloud NEMISA will reach vast target audiences
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Nation wide
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Digital skills Cloud platform
Indicator responsibility	Chief Executive Officer

Indicator Title	Number of knowledge transfer events hosted
Definition	National digital skills event with invitees from the broad field of ICT skills development industry.
Source of data	Report detailing the event Attendance Register Database of research papers /product concepts / event presentations
Method of calculation/Assessment	Simple Count
Assumptions	Industry leaders to engage at an innovative and strategical level
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Created a network for digital skills development
Indicator responsibility	Chief Executive Officer and Marketing Officer

Indicator Title	Number of approved monitoring and evaluation impact reports
Definition	Evaluation report indicating the impacts of the programmes and areas of improvement.
Source of data	Evaluation report
Method of calculation/Assessment	Simple Count
Assumptions	The training provided by NEMISA is to impact and improve the lives of South African citizens
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Nation-Wide
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Evaluation report
Indicator responsibility	Chief Executive Officer

