MPUMALANGA REGIONAL
TRAINING
TRUST

MRTT

STRATEGIC PLAN

2025 - 2030

CONTENTS

INTRODUCTORY INFORMATION

PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME	Mpumalanga Regional Training Trust
REGISTRATION NUMBER	1993/006132/08
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EXTERNAL AUDITORS	Auditor-General South Africa 12 Nel Street Mbombela 1200
BANKERS	Standard Bank Saveways Crescent Emalahleni 1035
COMPANY/BOARD SECRETARY	Mr. N. Mametja

LIST OF ABBREVIATIONS / ACRONYMS

AGSA	Auditor General of South Africa
APP	Annual Performance Plan
ARPL	Artisan Recognition of Prior Learning
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CC	Constitutional Court
CETA	Construction Education and Training Authority
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operating Officer
ETDPSETA	Education, Training and Development Practitioner Sector Education Training Authority
ETQA	Education and Training Quality Assurance
EXCO	Executive Committee
FET	Further Education and Training
GDP	Gross Domestic Product
GM	General Manager
HR	Human Resources
ICT	Information and Communication Technology
M&E	Monitoring and Evaluation
MEC	Member of Executive Council
MerSETA	Manufacturing, Engineering and Related Services SETA
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MP	Member of Parliment
MTDP	Medium-Term Development Plan
MRTT	Mpumalanga Regional Training Trust
NDP	National Development Plan
NQF	National Qualification Plan
NPC	Non-Profit Company
PFMA	Public Finance Management Act, Act 1 of 1999
PPPFA	Preferential Procurement Policy Framework Act
QCTO	Quality Council for Trades and Occupations
SAQA	South African Qualifications Authority
SDG	Sustainable Development Goals
SETA	Sector Education and Training Authority
SDP	Skills Development Provider
SLA	Service Level Agreement
SLP	Social and Labour Plan
SMME	Small, Medium, and Micro Enterprise
TID	Technical Indicator Descriptions
TMS	Technical Management Systems
TVET	Technical and Vocational Education and Training
UIF	Unemployment Insurance Fund

FOREWORD BY THE
MEMBER OF THE EXECUTIVE COUNCIL

Hon. C Dlamini
MEC for Education, Mpumalanga Province

As the Executive Authority of the Mpumalanga Regional Training Trust (MRTT), I am honoured to present the Five-Year Strategic Plan for the period 2025/26. This strategic document provides a robust framework for MRTT's initiatives and performance focus, reaffirming its critical role in driving skills development and vocational training across Mpumalanga.

The 7th Administration (2024-2029) is underpinned by three strategic priorities: fostering **inclusive growth and job creation, reducing poverty and tackling the high cost of living, and building a capable, ethical, and developmental state.** These interconnected priorities aim to empower historically marginalised groups, particularly black South Africans and women, by addressing systemic inequalities and accelerating socio-economic development. Through transformative policies and targeted interventions, the Administration seeks to harness the full potential of South Africa's skills and resources to achieve equitable wealth distribution and sustainable national progress.

Skills development is central to economic growth and essential for addressing persistent socio-economic challenges, including unemployment, poverty, and inequality. MRTT is committed to empowering the people of Mpumalanga, especially the youth and marginalised communities by equipping them with practical, market-relevant skills to participate meaningfully in the economy. This Strategic Plan outlines the programmes and initiatives designed to achieve these goals over the next five years.

The entity's strategic focus is rooted in national development imperatives, including the National Development Plan (NDP) and the Medium-Term Development Plan (MTDP) while addressing the unique needs of Mpumalanga as articulated in the Provincial Human Resource Development Strategy. By prioritising high-growth sectors such as mining, agriculture, manufacturing, tourism, and emerging fields like renewable energy and digital technology, MRTT ensures that its training programmes align with the province's economic drivers.

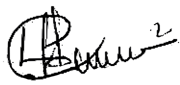
Over the next five years, MRTT will focus on creating job opportunities, fostering entrepreneurial development, and promoting sustainable livelihoods. Particular attention will be given to addressing youth unemployment through targeted training programmes, work-integrated learning opportunities, and mentorship initiatives. These efforts will contribute to building a skilled and competitive workforce capable of meeting the province's evolving economic demands.

Sound governance remains fundamental to the entity's success. By strengthening partnerships with the private sector, donors, and government stakeholders, MRTT will expand its resource base, foster innovation, and broaden the reach of its programs. A strong commitment to operational excellence and accountability will ensure that every initiative contributes effectively to achieving the institution's strategic objectives.

The unwavering dedication of MRTT's management and staff continues to be the foundation of the institution's success. Their expertise and commitment to the mission have been instrumental in delivering high-quality vocational training that not only transforms individual lives but also contributes significantly to the socio-economic advancement of Mpumalanga.

The implementation of this Five-Year Strategic Plan will further cement MRTT's position as a leader in skills development and vocational training. By empowering communities and strengthening the local economy, MRTT will play a pivotal role in shaping a brighter, more inclusive future for Mpumalanga.

Together, we will drive this mission forward, ensuring that entity remains a symbol of hope, progress, and transformation for the people of Mpumalanga while contributing to the broader vision of a capable, ethical, and prosperous South Africa.



Hon LC Dlamini
Member of Executive Council (MEC)
Mpumalanga Provincial Government
Date: 27 March 2025

STATEMENT BY THE ACCOUNTING AUTHORITY

Mr. Petro Maoko
CHAIRPERSON OF THE BOARD

As Chairperson of the Mpumalanga Regional Training Trust (MRTT) accounting authority, I am proud and pleased to present our five-year strategic forecast a pivotal phase in our institution's journey toward more significant impact and sustainability. Over the next five years, MRTT will build on its legacy of vocational training excellence and position itself as a leader in addressing Mpumalanga's evolving skills development needs. This forecast reflects the board's commitment to navigating the entity through an ever-changing socio-economic environment, ensuring its continued relevance and meaningful contributions.

Our strategic vision focuses on enhancing MRTT's capacity to deliver vocational training programs that align with the region's needs. To achieve this, we will prioritise modernising infrastructure, expanding program offerings, and adopting advanced Information and communication technologies to enhance learning outcomes and operational efficiency. The board is dedicated to aligning MRTT's initiatives with emerging industries critical to Mpumalanga's economic growth, such as renewable energy, information technology and Hospitality. By addressing these pivotal sectors, MRTT will ensure its graduates are equipped to excel in a knowledge-driven economy.

Achieving these ambitious goals requires robust financial strategies that reduce reliance on government support and promote long-term sustainability. Diversifying funding through strategic partnerships with the public, private sector donors, and industry that will be key to strengthening financial resilience. These collaborations will also foster innovation and open new opportunities for growth. Simultaneously, the board of directors will uphold rigorous governance, risk management, and financial practices to ensure that the institution's resources are managed effectively and directed toward achieving its objectives.

The opportunities ahead are vast and seizing them requires strong leadership and collective effort. The board is committed to providing the strategic direction necessary for MRTT to fulfil its mission while fostering close collaboration with the executive team, staff, and stakeholders. Together, we will ensure MRTT remains a trusted partner in Mpumalanga's socio-economic development, creating a more agile and resilient institution capable of adapting to challenges and leveraging opportunities.

MRTT's commitment to community impact remains central to its mission. Our programs will continue to emphasise inclusivity, ensuring access to training for marginalised populations. By empowering individuals and strengthening Mpumalanga's socio-economic fabric, MRTT's efforts extend beyond economic growth to foster a more equitable and prosperous society.

The next five years will also emphasise innovation in training delivery. MRTT will explore modern teaching approaches, including blended learning and industry-based training, to ensure graduates are well-prepared for real-world challenges. Staying ahead of educational and technological advancements will solidify MRTT's position as a forward-thinking leader in vocational training.

On behalf of the board of directors, I extend heartfelt gratitude to my fellow board members, the executive team, staff, and stakeholders who have supported MRTT's mission. Your dedication, collaboration, and shared vision are the foundation of our success. The board remains steadfast in its commitment to guiding MRTT through this transformative phase of growth and ensuring it continues to play a vital role in Mpumalanga's development.

Looking ahead, MRTT is uniquely positioned to expand its contributions to vocational training and skills development in Mpumalanga. We envision a future where MRTT's impact on the region's economic and social prosperity is even more significant. Together, we will build a stronger, more innovative MRTT that creates opportunities, drives progress, and shapes a skilled workforce for tomorrow. With the collective efforts of our partners and stakeholders, MRTT will remain a cornerstone of Mpumalanga's advancement, fulfilling its mission to uplift individuals and communities alike.

Mr. PP Maoko
Chairperson:
MRTT Board of Directors Mpumalanga Regional Training Trust
Date: 27 March 2025

STATEMENT OF THE ACCOUNTING OFFICER

Mr. CD Maebela
ACTING CHIEF EXECUTIVE OFFICER

As the Accounting Officer of the Mpumalanga Regional Training Trust (MRTT), it pleases me to present the Five-Year Strategic Plan for the period 2025/26 to 2029/30. This document marks a transformative phase in MRTT's journey, reflecting our unwavering commitment to addressing Mpumalanga's socio-economic challenges while aligning with the strategic priorities of the 7th Administration.

This Strategic Plan has been carefully developed in compliance with the Revised Framework for Strategic Plans and Annual Performance Plans and other regulatory frameworks, ensuring alignment with MRTT's results. It underscores our dedication to advancing human resource development and delivering practical and impactful skills training. Our focus remains on empowering disadvantaged communities, particularly the youth, by equipping them with market-relevant skills to thrive in an ever-evolving economy.

The 7th Administration's priorities; inclusive growth and job creation, reducing poverty and tackling the high cost of living, and building a capable, ethical, and developmental state are deeply embedded in MRTT's mission. These interconnected priorities provide the foundation for our strategic direction, reinforcing our mandate to create opportunities for those historically marginalised. This plan represents a turning point where MRTT not only strengthens its leadership in skills development but also aligns with the province's broader economic reconstruction and recovery agenda.

The socio-economic challenges in Mpumalanga, including high levels of unemployment, particularly among youth, necessitate a targeted and innovative response. This Five-Year Strategic Plan outlines a comprehensive approach to addressing these issues, integrating technical and vocational education, workplace training and entrepreneurial development. MRTT's programmes are designed to meaningfully contribute to economic revitalisation while fostering individual empowerment and driving sustainable socio-economic transformation across the province.

MRTT's initiatives are firmly rooted in national and provincial development priorities, including the National Development Plan (NDP), the Provincial Human Resource Development Strategy, and the Medium-Term Development Plan (MTDP). By targeting sectors with significant economic potential—such as mining, agriculture, tourism, renewable energy, and manufacturing—MRTT ensures its efforts are strategically aligned with Mpumalanga's economic drivers.

As Accounting Officer, I am resolute in ensuring that MRTT maintains the highest standards of governance, achieves clean audits, and consistently demonstrates operational excellence. Strong partnerships with government departments, private sector stakeholders, donors, and educational institutions will be pivotal to achieving the ambitious targets set in this plan. These collaborations will expand access to skills development opportunities, foster innovation, and ensure the creation of sustainable jobs for the people of Mpumalanga.

Transparency and accountability remain at the core of MRTT's operations. I assure all stakeholders that this Strategic Plan is more than a compliance requirement, it is a bold and visionary roadmap for transforming skills development in the province. Its successful implementation will empower communities, strengthen the local economy, and significantly contribute to reducing unemployment and poverty in Mpumalanga.

With this Five-Year Strategic Plan, MRTT embarks on an era of growth and innovation inspired by the 7th Administration's vision for inclusive progress. Together with our partners, we will seize opportunities, overcome challenges, and ensure that MRTT becomes a beacon of hope, transformation, and progress for the people of Mpumalanga.

Mr. CD Maebela
Acting Chief Executive Officer
Mpumalanga Regional Training Trust (MRTT)
Date: 27 March 2025

OFFICIAL SIGN OFF:

It is hereby certified that this Strategic Plan:

- Was developed by the Management of the Mpumalanga Regional Training Trust under the auspices of the MEC, Hon LC Dlamini (MPL).
- Takes into account all relevant policies, legislation and other mandates for which the Mpumalanga Regional Training Trust is responsible
- Accurately reflects the impact and outcomes that the Mpumalanga Regional Training Trust will endeavour to achieve over the period 2025-2030

Name of Official	Position	Signature	Date
Mr E Mkhabela	Acting GM: Hospitality and Academy		27 March 2025
Mr G Silaule	GM - Technical Training Operations		27 March 2025
Mr B Hlatshwayo	Acting Chief Financial Officer		27 March 2025
Ms. P.T Lekhuleni	Head Official responsible for Planning	ptlekhuleni	27 March 2025
Mr CD Maebela	Acting Accounting Officer		27 March 2025
Mr P Maoko	Chariperson of the MRTT Board		27 March 2025
Hon LC Dlamini	Executive Authority		27 March 2025

PART A

OUR MANDATE

1. CONSTITUTIONAL MANDATE

The Constitution of the Republic of South Africa, Act 108 of 1996, requires education to be transformed and demarcated in accordance with the values of human dignity, human rights, freedom and non-racialism. It guarantees basic education for all with the provision that everyone has the right to basic education, including adult basic education and the provision of Further Education and Training.

As a public entity reporting through the Board of Directors to the Member of the Executive Council (MEC) for education in the Mpumalanga province, MRTT is mandated to develop the human resource base of the Mpumalanga province through the provision of experiential, practical, technical, hospitality, tourism, entrepreneurship and life skills training. The focus is to empower learners, primarily from disadvantaged communities, especially the youth, industry workers and government employees, to participate in the broader economic sphere of the province.

2. LEGISLATIVE AND POLICY MANDATES

The Mpumalanga Regional Training Trust is registered as a Schedule 3 C entity in terms of the Public Finance Management Act, no 1 of 1999. MRTT is registered with the following:

- Registration under ETDP SETA: L10073499
- Company registration No.1993/006132/08 as per the Companies Act of 2008
- Registered and a constituent member of the Education, Training and Development Practitioner SETA (ETDP SETA) under the Skills Development Act, 1998 (ACT No 97 of 1998) and the Skills Development Levies Act, 1999 (Act No 78 of 1999)- Skills Levy No, L10073499 and
- Registered as a National Training Provider with the Department of Labour, Registration No 5869

MRTT ACCREDITATION STATUS

MRTT is accredited by various authorities, ensuring that its training programs meet national quality standards.

The following are the key accreditations held by MRTT:

MRTT AS AN ENTITY IS ACCREDITED WITH THE EDUCATION AND TRAINING QUALITY ASSURANCE (ETQA) AND QUALITY COUNCIL FOR TRADES AND OCCUPATIONS (QCTO) FOR THE FOLLOWING ACCREDITATIONS

- CONSTRUCTION EDUCATION AND TRAINING AUTHORITY (CETA) NO; 6P5112
- MANUFACTURING, ENGINEERING & RELATED SERVICES (MERSETA) NO: 17-QA/ACC/0510/10).
- ENERGY AND WATER SECTOR EDUCATION AND TRAINING AUTHORITY (EWSETA NO: MATUA ENER 090428).
- AGRICULTURAL SECTOR EDUCATION AND TRAINING AUTHORITY (AGRISETA)
- CULTURE, ARTS, TOURISM, HOSPITALITY AND SPORTS SECTOR EDUCATION AND TRAINING AUTHORITY (CATHSETA NO: 613/R/000034/2005).
- QUALITY COUNCIL FOR TRADES AND OCCUPATIONS (QCTO) SDP 1225/16/002 AND TRADE TEST QCTO AC000059NAMB

The entity has obtained accreditation from the Quality Council for Trades and Occupations (QCTO) for the following Occupational Trades and skills programmes:-

Technical Training Operations:

- Bricklayer
- Plumber
- Panel beater
- Carpenter
- Boilermaker
- SP: Bricklayer's Assistant
- SP: Hot and Cold-water system installer
- SP: Plumbing Hand
- SP: Assistant Handyperson
- Automotive motor mechanic

Hospitality and Tourism Academy:

- Chef
- Cook
- Food Handler

The entity awaits a report for two outstanding occupational trades that have been verified and have already been recommended by the subject matter experts who have done verification.

Accreditation with SETAs ended on 30 June 2024. However, learners registered before the date will continue to be trained and exit from the SETAs database by 30 June 2027. The following SETAs extended accreditation until 2027: CETA and AgriSETA.

The MRTT derives its mandate from the legislation/policies listed in the table below.

Table 1: *Legislations / Policies underpinning the MRTT Mandate*

MANDATE	PURPOSE
SKILLS DEVELOPMENT ACT *NO 97 OF 1998*	Increasing the skills levels of human resources in the workplace and, in addition, to support career pathing
SOUTH AFRICAN QUALIFICATIONS AUTHORITY ACT *NO 58 OF 1995*	Provides for the development and implementation of the National Qualifications Framework and, for this purpose, establishes the SAQA and provides for matters connected therewith
LABOUR RELATIONS ACT *NO 66 OF 1995*	Regulates the organisational rights of trade unions and promotes and facilitates collective bargaining at the workplace and sectoral level. The act furthermore promotes and maintains sound labour practices.
PUBLIC FINANCE MANAGEMENT ACT *NO 1 OF 1999*	Regulates financial management and ensures that all revenue, expenditure, assets and liabilities of the government are managed efficiently and effectively to provide for the responsibilities of persons entrusted with financial management in the government and to provide for matters connected therewith
COMPANIES ACT *NO 71 OF 2008*	Provides for the incorporation, registration, organisation and management of companies. In addition, it provides for equitable and efficient mergers and takeovers of companies.
EMPLOYMENT EQUITY ACT *NO 55 OF 1998*	Promotes the constitutional right of equality and the exercise of true democracy, eliminates unfair discrimination in employment, ensures the implementation of employment equity to redress the effects of discrimination
BASIC CONDITIONS OF EMPLOYMENT ACT *NO 75 OF 1997*	Gives effect to the right to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment and thereby comply with the obligations of the Republic as a member state of the International Labour Organisation; and to provide for matters connected therewith.
OCCUPATIONAL HEALTH AND SAFETY ACT *NO 85 OF 1993*	To provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work.
WHITE PAPER ON THE RIGHTS OF PEOPLE WITH DISABILITIES	It defines the rights and responsibilities of disabled persons and guarantees their protection and inclusion in the workplace and within the health sector.
NATIONAL STRATEGIC PLAN ON GENDER-BASED VIOLENCE AND FEMICIDE	It's a comprehensive strategy to address and end all forms of violence and abuse against women and children, including those based on age, location, disability, sexual orientation, gender identity, nationality and other diversities, and it is organized around six pillars.

MANDATE	PURPOSE
GENDER RESPONSIVE PLANNING BUDGET, MONITORING, EVALUATION AND AUDITING (GRPBMEA)	It aims to mainstream gender considerations across all government policies, plans and budgets, ensuring resources are allocated and spent equitably and effectively to achieve gender equality.
SOUTH AFRICA'S NATIONAL YOUTH POLICY 2020-2030	To improve the lives of young people in the country and address the changing needs of young people in the 21st century.
PROMOTION OF EQUALITY AND PREVENTION OF UNFAIR DISCRIMINATION ACT, ACT NO 4 OF 2000	To promote equality and prevent discrimination in the country.

The table below shows the linkage between different plans at international, continental and national levels and the contextualised MRTT contribution

Table 2: *Linkage Between Sustainable Development Goals, African Union Agenda, National Development Plan and Medium-Term Development Plan*

POLICY / INITIATIVE	RELEVANT GOALS / FOCUS AREAS	HOW WE DIRECTLY CONTRIBUTE	INTERVENTIONS
SUSTAINABLE DEVELOPMENT GOALS (SDG)	SDG 4 (Quality Education), SDG 8 (Decent Work & Economic Growth), SDG 5 (Gender Equality)	Our initiatives address SDG 4 by focusing on improving education quality and SDG 8 by fostering skills development, decent employment opportunities, and addressing gender inequality in line with SDG 5.	Developing educational infrastructure, promoting gender equality in education and work environments, and supporting SMEs.
AFRICAN UNION AGENDA 2063 (AUA)	Aspiration 1 (A prosperous Africa), Aspiration 6 (People -driven development), and Aspiration 3 (Good governance)	Our activities contribute to Aspiration 1 by enhancing education systems and promoting industrialisation and development while also supporting Aspiration 6 by ensuring equitable a ccess to education and training for marginalised communities.	Partnering with African institutions for education and training, promoting equitable access to quality education.
NATIONAL DEVELOPMENT PLAN (NDP)	Education, skills development, job creation, economic growth	We contribute to the MTDP by aligning our education and skills programs with the economic and social development goals outlined in the plan, focusing on providing skills training for job creation and supporting governance through education for leadership and policy development.	Training programs, education curriculum reforms, career guidance, and workforce skill development initiatives.
MEDIUM-TERM DEVELOPMENT PLAN (MTDP)	Economic transformation, social development, skills development, good governance	We contribute to the MTDP by aligning our education and skills programs with the economic and social development goals outlined in the plan, focusing on providing skills training for job creation and supporting governance through education for leadership and policy development.	Conducting leadership development programs offering skill-based training programs aligned with national goals.

Table 3: Contribution of MRTT to Provincial Policies/Strategies

PROVINCIAL POLICY	MANDATE / PURPOSE	ALIGNMENT WITH NATIONAL POLICIES (NDP, SDG, AUA)	HOW WE DIRECTLY CONTRIBUTE	INTERVENTIONS
PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)	It aims to promote economic growth, reduce poverty, enhance skills, and improve service delivery within the province.	This aligns with NDP's focus on poverty reduction, economic development, and skills improvement, as well as SDG 1 (No Poverty) and SDG 4 (Quality Education) at the provincial level.	MRTT contributes by providing vocational training and skills development, directly supporting the province's economic growth and poverty reduction strategies.	Training centres for technical and vocational skills development, partnerships with local businesses for employment placement programs.
PROVINCIAL EMPLOYMENT GROWTH STRATEGY	Focuses on creating employment opportunities, particularly for youth and marginalised communities, by enhancing skill development and promoting entrepreneurship.	Supports NDP's goals of job creation and SDG 8 (Decent Work and Economic Growth), focusing on addressing youth unemployment and promoting entrepreneurship in the province.	MRTT supports this by offering entrepreneurship training, career path guidance, and skill-building programs that enhance employability and support small businesses.	Career fairs, youth empowerment workshops, entrepreneurship boot camps, and start-up incubation programs.
PROVINCIAL SKILLS DEVELOPMENT STRATEGY	Aims to enhance the skills of the provincial workforce by promoting education, training, and learning opportunities.	Aligns with NDP and SDG 4 (Quality Education), focusing on creating a skilled workforce to support economic growth and innovation within the province.	MRTT directly contributes by designing and implementing training programs that cater to the needs of local industries, helping to reduce the provincial skills gap.	Collaboration with educational institutions to create skills training programs, on-the-job training for local industries, and certifications in critical skills areas.
PROVINCIAL INDUSTRIAL DEVELOPMENT STRATEGY	Focuses on promoting industrial development through investment in key sectors such as manufacturing, technology, and agro processing.	Aligns with NDP's economic transformation goals and SDG 9 (Industry, Innovation, and Infrastructure) by focusing on growing the industrial base of the province.	MRTT contributes by offering technical training in industrial sectors and working with provincial departments to ensure the development of relevant skills for the local workforce.	Industrial skills training programs, public-private partnerships for technology transfer, and technical certifications for manufacturing sectors.
PROVINCIAL HEALTH AND SAFETY STRATEGY	Ensures safe and healthy working environments by promoting occupational health and safety practices across sectors.	Supports SDG 3 (Good Health and Wellbeing) and SDG 8 (Decent Work and Economic Growth) by ensuring that workers are trained and protected in their workplace environments.	MRTT contributes by offering occupational health and safety training and raising awareness of workplace safety standards, especially in high-risk industries such as construction and manufacturing.	Occupational health and safety training workshops, certification programs for health and safety officers, and compliance training for local businesses.

PROVINCIAL POLICY	MANDATE / PURPOSE	ALIGNMENT WITH NATIONAL POLICIES (NDP, SDG, AUA)	HOW WE DIRECTLY CONTRIBUTE	INTERVENTIONS
PROVINCIAL EDUCATION DEVELOPMENT STRATEGY	Aims to improve access to and quality of education at all levels within the province, focusing on under-resourced areas.	Aligns with SDG 4 (Quality Education) and NDP's goals of equitable access to education, especially in rural and marginalised communities.	MRTT contributes by providing access to educational resources, offering remedial training and skill-based programs, and improving educational infrastructure in under-served areas.	Educational infrastructure development projects, provision of teaching resources, and community-based education initiatives.
PROVINCIAL SUSTAINABLE DEVELOPMENT PLAN	Focuses on promoting sustainable development practices across economic, social, and environmental dimensions.	Aligns with SDG 13 (Climate Action) and SDG 12 (Responsible Consumption and Production) by ensuring sustainable use of resources and promoting environmental protection.	MRTT contributes through programs that promote sustainable agricultural practices, environmental education, and the development of green skills for emerging industries such as renewable energy.	Environmental management training, green technology courses, and sustainability workshops for local businesses and farmers.

KEY INSIGHTS FROM THE ALIGNMENT

SKILLS DEVELOPMENT AND EMPLOYMENT GROWTH:
Provincial policies on employment growth and skills development emphasise creating a skilled and capable workforce, especially for youth and marginalised communities. MRTT contributes by providing targeted vocational and technical training programs, preparing individuals for employment in local industries, and promoting entrepreneurship.

INDUSTRIAL AND ECONOMIC DEVELOPMENT:
Provincial industrial development strategies prioritise growth in sectors such as manufacturing and technology. MRTT plays a crucial role by offering specialised training to support industrial needs, aligning with both provincial and national goals of economic transformation.

HEALTH AND SAFETY:
With the increasing focus on occupational health and safety, MRTT's contribution to training and capacitating health and safety officers ensures that the workforce is better prepared to handle risks, aligning with provincial health and safety mandates.

SUSTAINABLE DEVELOPMENT:
MRTT's focus on sustainability aligns with provincial priorities for environmental protection and resource management. Training in sustainable agricultural practices, environmental education, and green technology will help the province meet its sustainable development goals.

In conclusion, MRTT contributes significantly to both national and provincial goals by providing skills training, promoting employment and entrepreneurship, supporting industrial development, and fostering sustainable practices. By aligning its activities with the mandates outlined in both national and provincial policies, MRTT plays a vital role in driving long-term social and economic growth within the province.

3. INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD

All policies of the entity will be reviewed and approved on an annual basis to align with developments and deal with any bottlenecks towards improved service delivery.

4. RELEVANT COURT RULINGS

In February 2022, the Constitutional Court (CC) ruled the Preferential Procurement Regulations of 2017 to be inconsistent with the Preferential Procurement Policy Framework Act (PPPFA), upheld by a majority of a November 2020 decision of the Supreme Court of Appeal (SCA) and this affected the entity's Procurement Policies.

There were no other court rulings that could impede or prevent the entity from executing its mandate and implementing its strategies and plans over the five years.

PART B

STRATEGIC FOCUS

MPUMALANGA REGIONAL
TRAINING
TRUST

MRTT

VISION

To be recognised as a world-class, accredited , and sustainable skills development provider.

MISSION

To deliver high-quality training interventions, work-intergrated learning, placement, and after-care services in line with market demands, contributing to job creation and poverty alleviation.

VALUES

- **Accountability:** Taking responsibility for actions ensuring transparency in aal decisions.
- **Commitment:** A firm Dedication to acheiving excellence in the execution of our mandate.
- **Innovation:** Encouraging creativity and adopting forward-thinking solutions to improve continuously.
- **Integrity:** Acting with honesty and ethical principles in all interactions and operations.
- **Professionalism:** Maintaining high standards of conduct, expertise, and respect in all activities.
- **Responsiveness:** Promptly respond to the needs of our stakeholders.

6. UPDATED SITUATIONAL ANALYSIS

6.1 SOUTH AFRICA AT LARGE

South Africa's population is projected to grow by approximately 8.8%, from 58.6 million in 2019 to 63.8 million by 2024. Over the next 11 years, the population is expected to increase by 17.7%, reaching around 68.9 million by 2030.

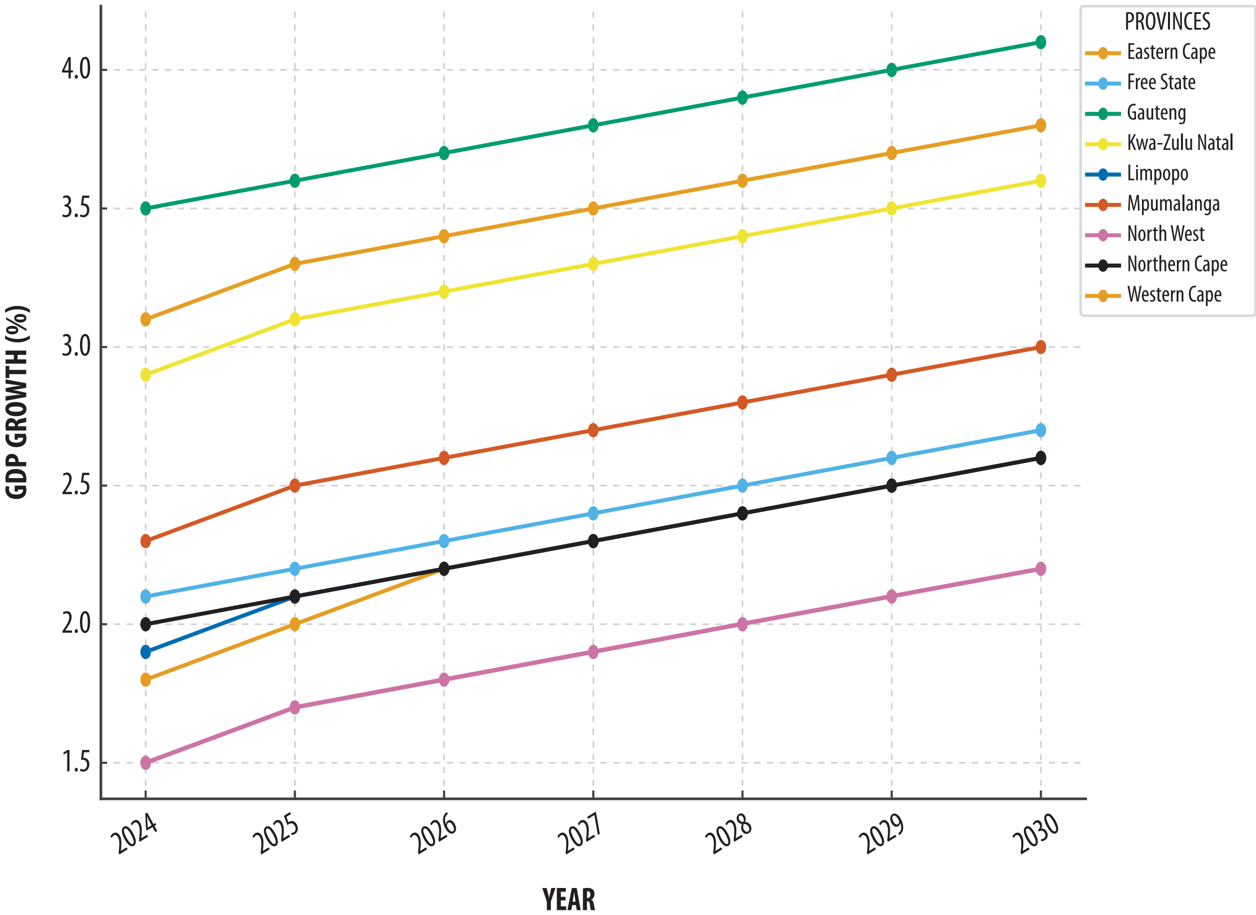
All nine provinces will experience absolute population growth, although the rate of growth will vary between them. Provinces such as Gauteng and the Western Cape are projected to grow faster due to economic migration and urbanisation. In contrast, provinces like the Eastern Cape and Limpopo are expected to grow at slower rates. These differences in growth will lead to shifts in the distribution of relative population among provinces by 2030, with more densely populated and economically active provinces expanding at a quicker pace. Mpumalanga and North West continue to grow steadily, with population increases of 15.0% and 18.7%, respectively.

Table 4: *Population of South Africa by Province*

PROVINCE	2019 POPULATION	% SHARE (2019)	2024 POPULATION	% SHARE (2024)	2030 POPULATION	% SHARE (2030)	ABSOLUTE GROWTH % (2019-2030)
EASTERN CAPE	6 553 465	11.1%	6 730 469	10.7%	6 962 472	10.3%	6.6% ▼
FREE STATE	2 971 708	5.1%	3 111 720	4.9%	3 277 350	4.8%	10.3% ▲
GAUTENG	15 099 801	25.8%	17 244 789	27.4%	19 927 590	29.2%	31.4% ▲
KWA-ZULU NATAL	11 503 917	19.6%	12 284 630	19.5%	13 104 723	19.3%	13.9% ▼
LIMPOPO	5 853 198	10%	6 204 576	9.9%	6 600 255	9.7%	12.7% ▲
MPUMALANGA	4 598 333	7.8%	4 870 679	7.7%	5 286 774	7.8%	15% ▲
NORTH WEST	4 045 179	6.9%	4 354 892	6.9%	4 801 899	7.1%	18.7% ▲
NORTHERN CAPE	1 240 254	2.1%	1 321 769	2.1%	1 441 173	2.1%	16.2% ▲
WESTERN CAPE	6 760 561	11.5%	7 652 533	12.2%	8 675 315	12.8%	28.3% ▲
SOUTH AFRICA	58 606 416	100%	63 776 025	100%	68 987 551	100%	17.7% ▲

Sources: StatsSA Mid-year population estimates, 2024. https://issafrica.org/

The graph below illustrates the current (2024) and projected GDP growth rates for each province in South Africa from 2025 to 2030. Gauteng and the Western Cape show the highest growth rates, starting at 3.5% and 3.1%, respectively, in 2024, with anticipated steady increases reaching up to 4.1% and 3.8% by 2030. KwaZulu-Natal also follows a positive trajectory, moving from 2.9% in 2024 to an expected 3.6% by 2030. Provinces like Mpumalanga, Limpopo and the North West are projected to experience moderate growth consistently between 1.5% and 2.6% across the years.



6.2 ECONOMIC OVERVIEW OF MPUMALANGA PROVINCE

Mpumalanga contributes 7.4% to South Africa's GDP, driven by mining and coal-based energy production. It's also an important agricultural hub, producing maize, citrus, and sugarcane. However, the province faces challenges, including high youth and female unemployment and limited economic diversification. To ensure sustainable growth, Mpumalanga must invest in renewable energy and agro-processing. However, let's explore the economic overview from below.

DEMOGRAPHIC AND POPULATION OVERVIEW

With a population of approximately 4.87 million in 2024, Mpumalanga's growth rate has averaged 1.4% per annum between 2011 and 2024, slightly above the national average. This growth, coupled with a youthful demographic and urbanisation trends, shapes both the opportunities and challenges that the province faces. Mpumalanga's economy remains reliant on mining and agriculture, but the province must adapt to global shifts, particularly in energy, and prioritise youth employment and gender inclusion.

1. KEY POPULATION TRENDS

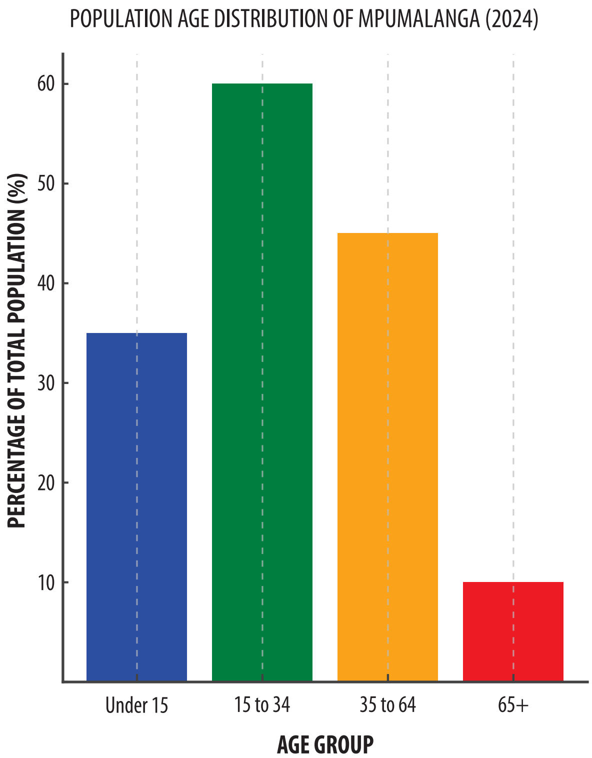
URBANISATION:

Approximately 46.8% of Mpumalanga's population resides in urban areas, particularly in industrial hubs like Mbombela and Secunda, which have seen growth due to mining and energy activities. Although this is below the national urbanisation rate of 67.4%, urbanisation continues to rise as people migrate in search of better employment opportunities.

YOUTHFUL DEMOGRAPHIC:

Over 60% of Mpumalanga's population is under the age of 35. This demographic presents both opportunities and challenges for the province, especially in terms of education, skills development, and employment. With youth unemployment disproportionately high, addressing this issue is critical to achieving long-term economic sustainability. The province's economic reliance on sectors like mining and agriculture underscores the need to create new job opportunities for young people, especially young women.

The figure on the right illustrates the age distribution of Mpumalanga's population in 2024, with 60% of the population under 35 years old. This highlights the province's significant youth demographic, which presents both opportunities for growth and challenges related to education, employment, and skills development.



2. YOUTH AND FEMALE EMPLOYMENT IN MPUMALANGA

The province's high proportion of young people, especially young women, makes it critical to address youth unemployment and create opportunities for economic inclusion.

The female youth population represents nearly 50% of the youth demographic, yet they face barriers such as:

- Higher unemployment rates compared to male counterparts.
- Limited access to education and vocational training, especially in sectors like mining and renewable energy.
- Gender disparities in the workforce, particularly in high-growth industries like energy and mining.

Investment in skills training, entrepreneurship programs, and reproductive health services will be essential to empower young women and ensure their participation in the economy.

3. COMPARATIVE ECONOMIC PERFORMANCE ACROSS PROVINCES

A comparison of Mpumalanga with other provinces, such as Gauteng and Western Cape, reveals the structural challenges in its economy. Mpumalanga's heavy reliance on mining and agriculture contrasts with the more diversified economies of Gauteng and the Western Cape, which benefit from sectors like finance, technology, and tourism.

The below figure compares the GDP contributions and unemployment rates across Mpumalanga, Gauteng, and the Western Cape.

GDP CONTRIBUTION AND UNEMPLOYMENT RATES ACROSS PROVINCES (2024)

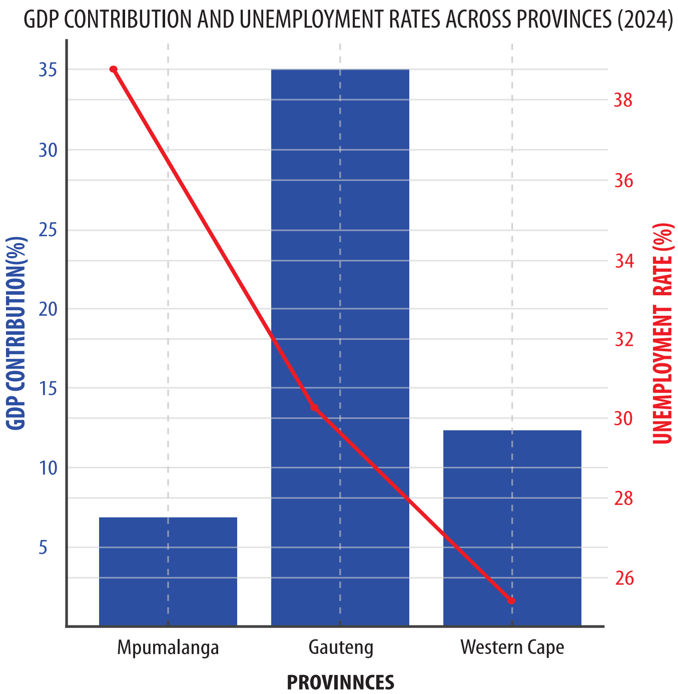
The figure provides a comparative analysis of GDP contributions and unemployment rates across Mpumalanga, Gauteng, and the Western Cape in 2024.

Gauteng leads with a 35% GDP contribution, driven by its diversified economy, and has a relatively lower unemployment rate of 30.1%.

The Western Cape contributes 13% to the national GDP, supported by sectors such as tourism and agriculture, with an unemployment rate of 25%.

Mpumalanga, despite contributing 7.4% to the national GDP, faces a much higher unemployment rate of 38.9%, highlighting the need for economic diversification, particularly in addressing youth and female unemployment.

Mpumalanga's economy, while driven by mining and agriculture, faces significant challenges due to its high youth unemployment, particularly among young women. Economic diversification into renewable energy, tourism, and agro-processing, alongside targeted investments in education and skills development for young women, will be key to the province's sustainable growth.



UNEMPLOYMENT AND LABOUR MARKET

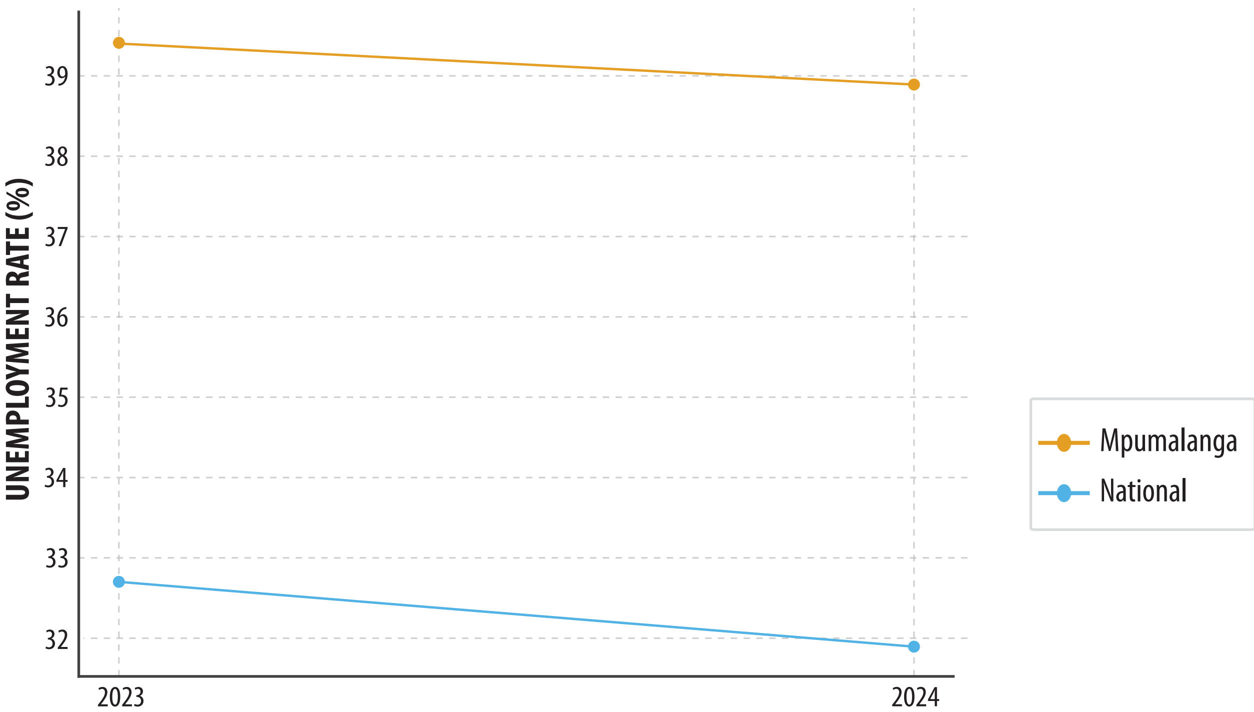
Mpumalanga, like many regions in South Africa, faces considerable socio-economic challenges, with unemployment being one of the most pressing. Despite efforts to address this issue, the province continues to struggle with persistently high joblessness rates, exacerbated by several factors such as the COVID-19 pandemic, energy supply challenges, and economic volatility in global markets. To understand the dynamics at play, it is crucial to delve into the province's key labour market trends, sectoral employment distribution, and regional disparities. This analysis will highlight the gaps that still need to be addressed and suggest ways to create more sustainable employment opportunities in the region.

COMPARATIVE ANALYSIS OF MPUMALANGA'S UNEMPLOYMENT RATE

Mpumalanga's unemployment rate remains one of the highest in South Africa. According to the **2024 Quarterly Labour Force Survey (QLFS)**, the province's unemployment rate stands at 38.9%, a slight improvement from the 39.4% reported in 2023. While this reduction may seem positive, Mpumalanga still lags behind the national average of 31.9%. This disparity can be attributed to the province's heavy reliance on specific sectors, such as mining and agriculture, which have been slower in recovering from external shocks like the pandemic and ongoing energy constraints.

MPUMALANGA VS NATIONAL UNEMPLOYMENT RATE (2023-2024)

This figure shows the unemployment rate for Mpumalanga compared to the national average between 2023 and 2024. While Mpumalanga saw a slight decline in unemployment, it remains significantly higher than the national average, highlighting the need for focused interventions in the province's labour market.



YOUTH UNEMPLOYMENT CRISIS

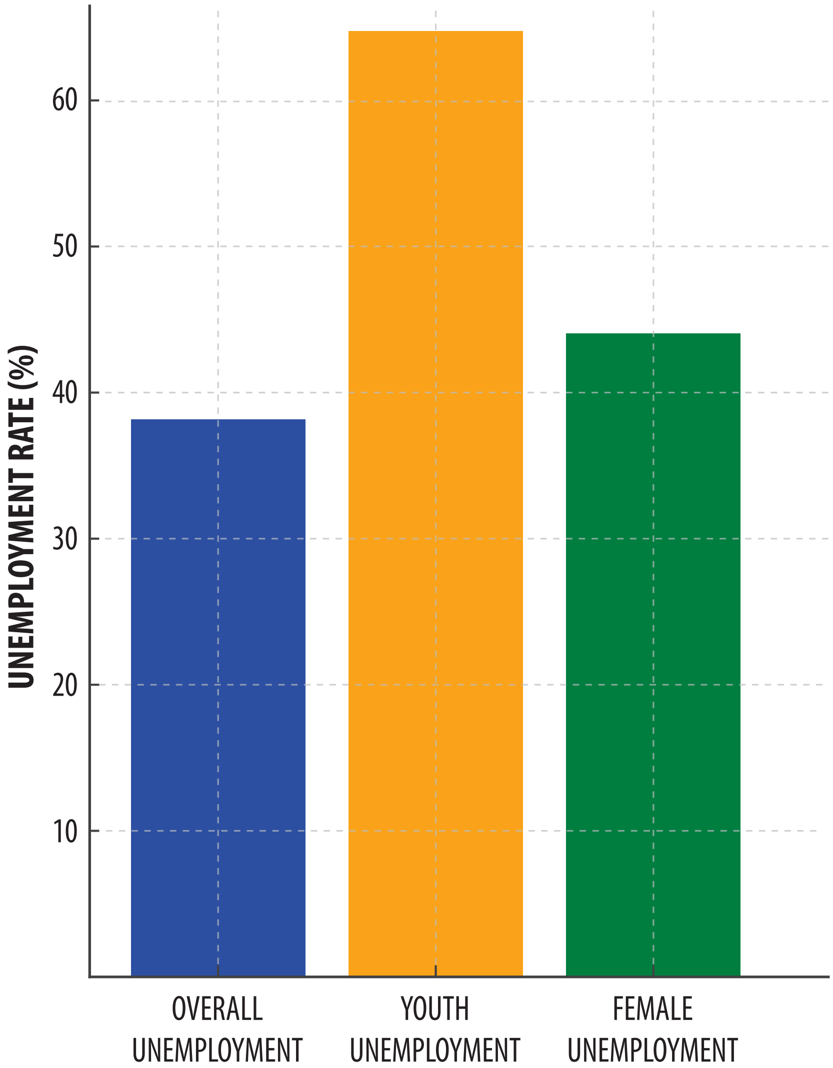
Youth unemployment in Mpumalanga remains a critical issue. The youth unemployment rate currently stands at 64.8%, far surpassing the national average. This is largely a result of structural challenges in the province's economy. Mpumalanga's reliance on industries like mining and agriculture, which traditionally require more experienced or skilled workers, leaves young people with fewer opportunities to enter the labour market. Additionally, the lack of diversification in the local economy further restricts job creation for the growing youth population.

Research from the International Labour Organisation (ILO) highlights that high youth unemployment is often linked to economies that are dependent on extractive industries like mining, which typically offer fewer jobs relative to their output. This structural mismatch means that without significant investment in skills development, education, and diversification into more labour-intensive sectors, the province will continue to struggle with high youth unemployment.

In comparison to other provinces, Mpumalanga's youth unemployment rate is among the highest, indicating that more comprehensive strategies are needed. Programs aimed at improving vocational training, digital skills, and entrepreneurship could provide young people with alternative paths to employment.

YOUTH VS OVERALL VS FEMALE UNEMPLOYMENT RATE IN MPUMALANGA (2024)

The figure below compares youth, overall, and female unemployment rates in Mpumalanga for 2024. As shown, youth unemployment is significantly higher at 64.8%, while overall unemployment is 38.9%, and female unemployment is also critically high at 44.2%. This data underscores the importance of addressing gender disparities in employment in addition to tackling the broader youth unemployment crisis.



FEMALE UNEMPLOYMENT IN MPUMALANGA

Female unemployment in Mpumalanga remains particularly concerning. At 44.2%, it exceeds the overall unemployment rate and highlights the gender disparities in the labour market. Women often face additional barriers to employment, such as limited access to education and skills training, particularly in industries that dominate Mpumalanga's economy, like mining and manufacturing.

Research from the United Nations Development Programme (UNDP) suggests that economic empowerment programs targeting women, particularly in rural areas, can help reduce female unemployment. Investing in sectors where women are traditionally underrepresented, such as high-tech manufacturing and entrepreneurship, can help close the gender employment gap.

Additionally, providing childcare support, improving access to education, and fostering gender-inclusive policies in sectors like agriculture and mining could enhance female participation in the workforce.

This comparative analysis highlights the multifaceted nature of unemployment in Mpumalanga and underscores the importance of comprehensive, targeted interventions to address these challenges across different demographic groups.

Sectoral Employment Breakdown

Mpumalanga's economy is heavily reliant on a few key sectors that dominate employment opportunities. These include mining, agriculture, manufacturing, and the informal sector. Each sector's contribution to employment presents unique challenges and opportunities:

- **Mining (24% of employment):** The mining sector remains the backbone of Mpumalanga's economy, contributing 24% of total employment. However, this sector has faced volatility due to global market fluctuations and environmental concerns. Mining operations are capital-intensive, requiring fewer but more specialised workers. Thus, while it contributes significantly to the province's GDP, it does not create a high volume of jobs, which limits its ability to alleviate unemployment.

Research from the Chamber of Mines supports this, stating that mining, while essential for economic stability, does not offer the same employment-generating potential as more labour-intensive sectors. The sector's environmental footprint and susceptibility to commodity price swings further limit its capacity for job creation in the long run.

- **Agriculture (14% of employment):** Agriculture is the second-largest employer, accounting for 14% of jobs, especially in rural areas. However, employment in this sector is often seasonal and low paying, contributing to the cyclical nature of unemployment in the province. The sector is also vulnerable to climate change and fluctuating commodity prices, which affect both production levels and job stability.

According to a report by the Food and Agriculture Organisation (FAO), regions dependent on agriculture must invest in more sustainable agricultural practices and diversify into agro-processing to create more stable and higher-paying jobs. Mpumalanga's agricultural sector has potential, but it requires innovation to drive long-term job growth.

- **Manufacturing (11% of employment):** Manufacturing employs around 11% of the province's workforce. This sector includes a mix of industries, from food processing to machinery, but it, too, has struggled in recent years due to electricity supply issues and global competition. However, it holds potential for growth, especially if investments are made in renewable energy and the modernisation of production techniques.

Studies by the World Bank suggest that investment in high-tech manufacturing and value-added industries could help Mpumalanga create more sustainable employment, particularly in urban centres. This would also aid in diversifying the economy and keeping it away from the traditional reliance on mining.

- **Informal Sector:** The informal economy continues to play a crucial role, especially in rural areas where formal employment opportunities are scarce. Jobs in subsistence agriculture and informal trade provide income for many families, but these positions often lack job security, social benefits, and sufficient wages. The informal sector, while a vital source of livelihood, does not offer the long-term economic growth required to reduce unemployment sustainably.

Research from the South African Labour and Development Research Unit (SALDRU) highlights the importance of formalising parts of the informal sector to increase productivity and worker protection. Policies that support micro-enterprises and provide access to finance and markets could help transition more informal workers into the formal economy.

GEOGRAPHICAL DISPARITIES IN EMPLOYMENT

Employment patterns in Mpumalanga also vary significantly between urban and rural areas. Urban centres, particularly around mining hubs, have relatively higher levels of employment in formal sectors like mining, energy, and manufacturing. However, in rural areas, subsistence agriculture and informal trading dominate the employment landscape. This urban-rural divide exacerbates inequality, as job opportunities are more concentrated in towns and cities, leaving rural communities with limited access to formal employment.

CLOSING THE GAP

Mpumalanga faces significant challenges in addressing its unemployment crisis, particularly among its youth. While some sectors like mining and agriculture remain crucial to the economy, they have limitations in creating widespread employment. Diversification into more labour-intensive sectors such as agro-processing, high-tech manufacturing, and renewable energy is essential to closing the gaps. Additionally, targeted programs for youth employment, rural development, and the formalisation of the informal sector can help reduce the province's high joblessness rates and build a more resilient economy.

ECONOMIC PERFORMANCE: GROWTH DOMESTIC PRODUCT (GDP) AND GROWTH

Mpumalanga plays a vital role in South Africa's economy, being a key contributor to national GDP through its dominant industries, such as mining, agriculture, and manufacturing. Despite its significant economic output, the province faces challenges that hinder further economic growth, including high unemployment, slow diversification, and environmental concerns. This analysis delves into the economic impact of these sectors and their contributions to Mpumalanga's GDP, highlighting areas for potential growth and challenges.

MPUMALANGA'S ECONOMIV IMPACT: CONTRIBUTIONS TO NATIONAL GDP

Mpumalanga remains South Africa's fourth-largest provincial economy, contributing 7.4% to the national GDP in 2024. This contribution underscores the province's importance within the national economic framework, particularly in sectors that are crucial for both domestic and international markets. However, with slow economic diversification and challenges like environmental sustainability tied to its reliance on coal, there is a pressing need for Mpumalanga to adapt to global economic changes.

GDP GROWTH RATE

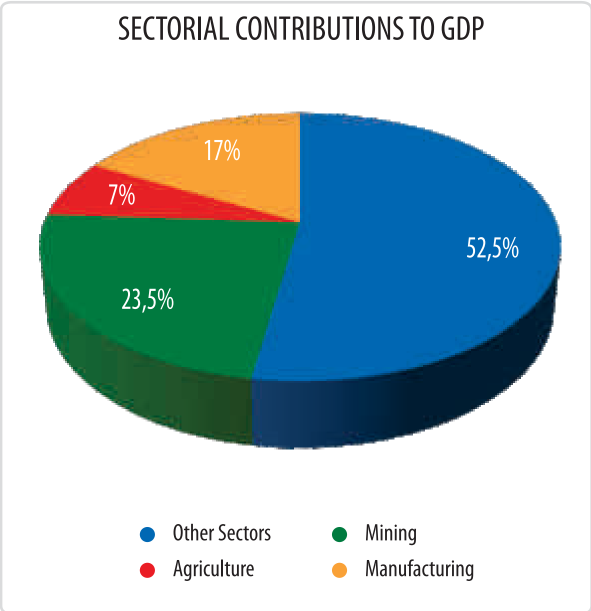
Mpumalanga's economic growth rate in 2023 was recorded at 1.7%, a modest increase from previous years. This growth was primarily driven by the recovery in global commodity prices, particularly coal, as well as a rebound in agricultural output after years of drought.

The province's average growth rate between 2017 and 2023 was 1.6% per annum, reflecting challenges such as energy supply issues and declining demand for coal on the global market. The outlook for 2024 indicates a potential growth rate of 1.8%, supported by stronger performances in agriculture and renewable energy initiatives, despite continued pressure on the mining sector.

SECTORAL CONTRIBUTION TO MPUMALANGA'S GDP

1. MINING AND QUARRYING (23,5% OF GDP)

Mining is the cornerstone of Mpumalanga's economy, contributing 23.5% of the province's GDP. The province is responsible for about 82% of South Africa's coal production, which is vital for powering the country's electricity generation and contributing to export revenues. However, the reliance on coal has posed long-term environmental challenges as global pressure mounts to shift away from fossil fuels toward more sustainable energy sources.



2. MINING'S CONTRIBUTION TO MPUMALANGA'S GDP (2024)

Sectoral Contribution to Mpumalanga's GDP (2024) The pie chart above illustrates the contributions of different sectors to Mpumalanga's GDP in 2024. Mining and quarrying are the largest contributors, making up 23.5% of the provincial GDP, followed by manufacturing at 17% and agriculture at 7%. The remaining 52.5% comes from other sectors, including services, retail, and energy.

3. AGRICULTURAL

Mpumalanga's agricultural sector plays a critical role in the province's economy, contributing 7% to GDP. The province is a key producer of maize, sugarcane, citrus, and forestry products, essential for both domestic consumption and export. However, the sector faces challenges such as climate variability, water scarcity, and the need for modernisation to increase productivity and sustainability.

Agriculture also offers significant potential for rural employment and economic development. Investments in agro processing, along with sustainable farming practices, could further enhance the sector's contributions to GDP and help alleviate unemployment in rural areas.

4. MANUFACTURING

Manufacturing contributes 17% to Mpumalanga's GDP, particularly in the petrochemical and metal industries. The Sasol Secunda plant, one of the largest industrial complexes in the region, is a significant driver of economic activity by processing raw materials like coal and gas into valuable products.

Manufacturing offers significant potential for future growth, especially if investments are made in high-tech manufacturing and value-added industries. Transitioning to more renewable energy sources in manufacturing could also reduce the sector's environmental footprint while boosting long-term sustainability.

ENVIRONMENTAL CHALLENGES AND ECONOMIC DIVERSIFICATION

While mining remains a dominant force in Mpumalanga's economy, its reliance on coal production poses significant environmental challenges. As the world moves towards reducing carbon emissions, Mpumalanga must find ways to diversify its economy to reduce dependency on coal. Investing in renewable energy, such as solar or wind, and promoting industries that are less resource-intensive can provide new pathways for growth.

Diversifying the economy into sectors like renewable energy, tourism, and technology can help create jobs, reduce environmental degradation, and ensure long-term economic stability. Furthermore, programs aimed at skill development in new sectors can provide employment opportunities for young people and women, particularly in rural areas where job opportunities are limited.

AREAS FOR FUTURE GROWTH

Mpumalanga's economy, though heavily reliant on mining, agriculture, and manufacturing, has room for growth and diversification. The province's future economic success will depend on:

- Promoting diversification into sectors like renewable energy and high-tech manufacturing to reduce dependence on coal.
- Investing in sustainable agriculture to improve productivity and create more jobs in rural areas.
- Addressing unemployment through targeted programs that focus on youth and women, particularly in sectors where they are underrepresented.
- Tackling environmental concerns by transitioning towards greener industries and reducing the environmental impact of coal mining.

This balanced approach will help Mpumalanga contribute to South Africa's overall economic growth while addressing socio-economic challenges such as unemployment and environmental sustainability.

TOURISM'S ECONOMIC CONTRIBUTION AND KEY DRIVES

1. KEY ATTRACTIONS AND ECOTOURISM POTENTIAL

Mpumalanga's renowned tourist destinations, such as the Kruger National Park, Blyde River Canyon, and Panorama Route, make it a prominent ecotourism hotspot in South Africa. Each of these attractions plays a unique role in drawing visitors:

- **Kruger National Park:** One of Africa's largest game reserves, Kruger National Park offers visitors the opportunity to experience Africa's "Big Five" wildlife in their natural habitat. This park alone draws hundreds of thousands of local and international tourists annually, contributing significantly to Mpumalanga's economy.

- **Blyde River Canyon:** Known as one of the world's largest green canyons, the Blyde River Canyon provides breathtaking views and a variety of adventure activities like hiking and river rafting. Its natural beauty appeals to both adventure tourists and nature lovers, adding diversity to the tourism offerings in Mpumalanga.

- **Panorama Route:** This scenic drive offers stunning views of natural landmarks such as God's Window, the Three Rondavels, and Bourke's Luck Potholes. The route enhances Mpumalanga's reputation as a top ecotourism destination, attracting tourists interested in sightseeing and experiencing South Africa's landscapes.

The chart shows estimated annual visitor numbers for major attractions in Mpumalanga. Kruger National Park attracts the highest number of tourists, reinforcing its role as a core driver of the province's tourism economy. Blyde River Canyon and the Panorama Route also attract substantial visitor numbers, underscoring their importance to Mpumalanga's ecotourism sector.

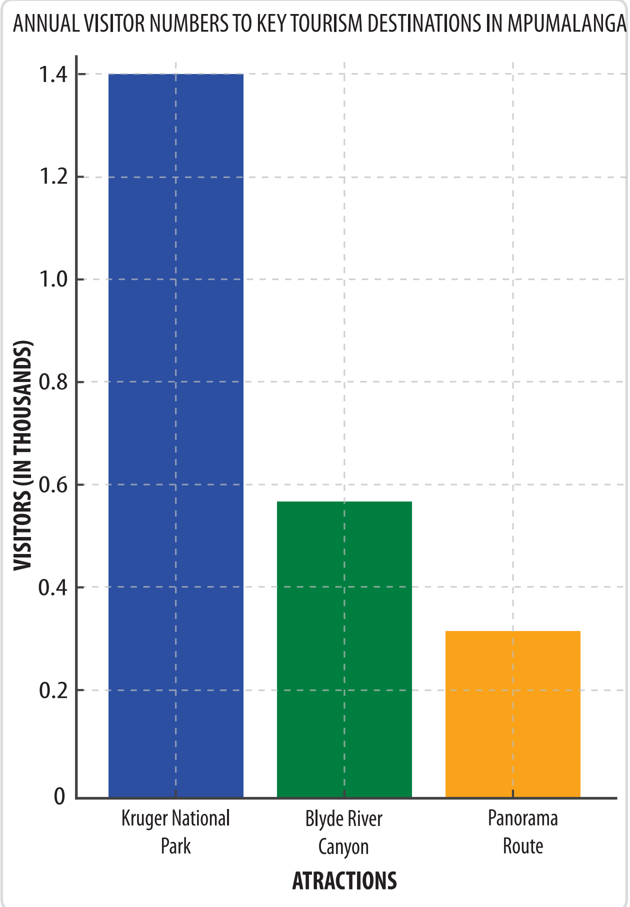


Figure: Key Tourism Destinations and Visitor Numbers in Mpumalanga. Annual Visitor Numbers to Key Tourism Destinations in Mpumalanga.

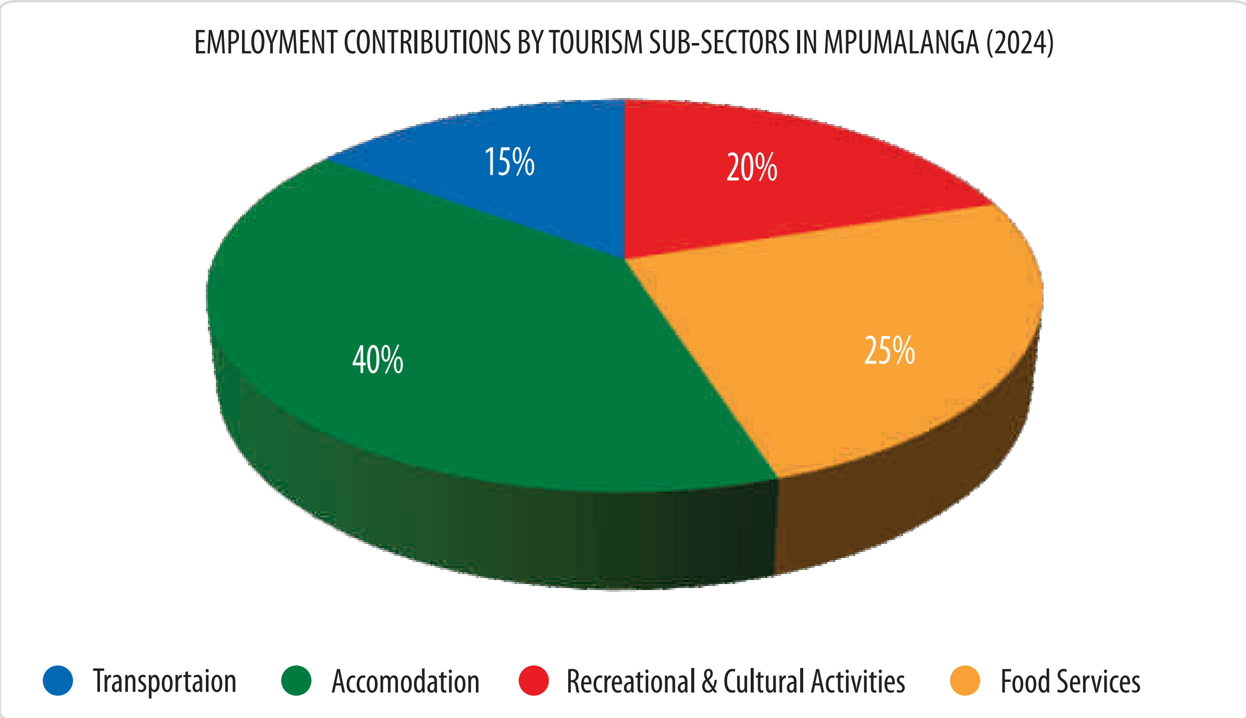
2. ECONOMIC IMPACT OF TOURISM AND HOSPITALITY

Tourism contributes around 6% to Mpumalanga's GDP, with a significant portion of this income supporting local businesses and jobs in rural areas. The hospitality sub-sector, which includes accommodation, food services, and recreational facilities, is an essential component of tourism, providing infrastructure and services that support and enhance visitor experiences.

3. EMPLOYMENT AND ECONOMIC SPILLOVER EFFECTS

Tourism and hospitality provide direct employment for local communities, offering job opportunities in roles such as tour guides, hotel staff, and restaurant workers. Additionally, this sector indirectly supports various businesses, including craft shops, markets, and transportation services. The multiplier effect generated by tourism in Mpumalanga is significant, as visitor spending stimulates local economies, particularly in rural regions where formal employment is limited.

Research from the Tourism Business Council of South Africa highlights that each tourist typically spends money on lodging, dining, local transportation, and cultural experiences, further enhancing the economic benefits of tourism for Mpumalanga.



The pie chart above illustrates the employment distribution across tourism sub-sectors in Mpumalanga. Accommodation contributes the largest share at 40%, followed by food services, recreational and cultural activities, and transportation. This breakdown underscores the importance of a strong hospitality infrastructure to sustain and grow tourism in the province.

4. FUTURE GROWTH POTENTIAL AND SUSTAINABLE DEVELOPMENT

Mpumalanga's tourism sector has substantial potential for growth, particularly in the areas of eco-tourism and cultural heritage tourism. Future expansion of the tourism sector could focus on the following strategies:

- **Eco-Tourism Development:** Given Mpumalanga's rich biodiversity, expanding eco-tourism initiatives could attract more environmentally conscious travellers. Initiatives like community-led conservation programs and sustainable wildlife tours can promote eco-friendly tourism while preserving local ecosystems.

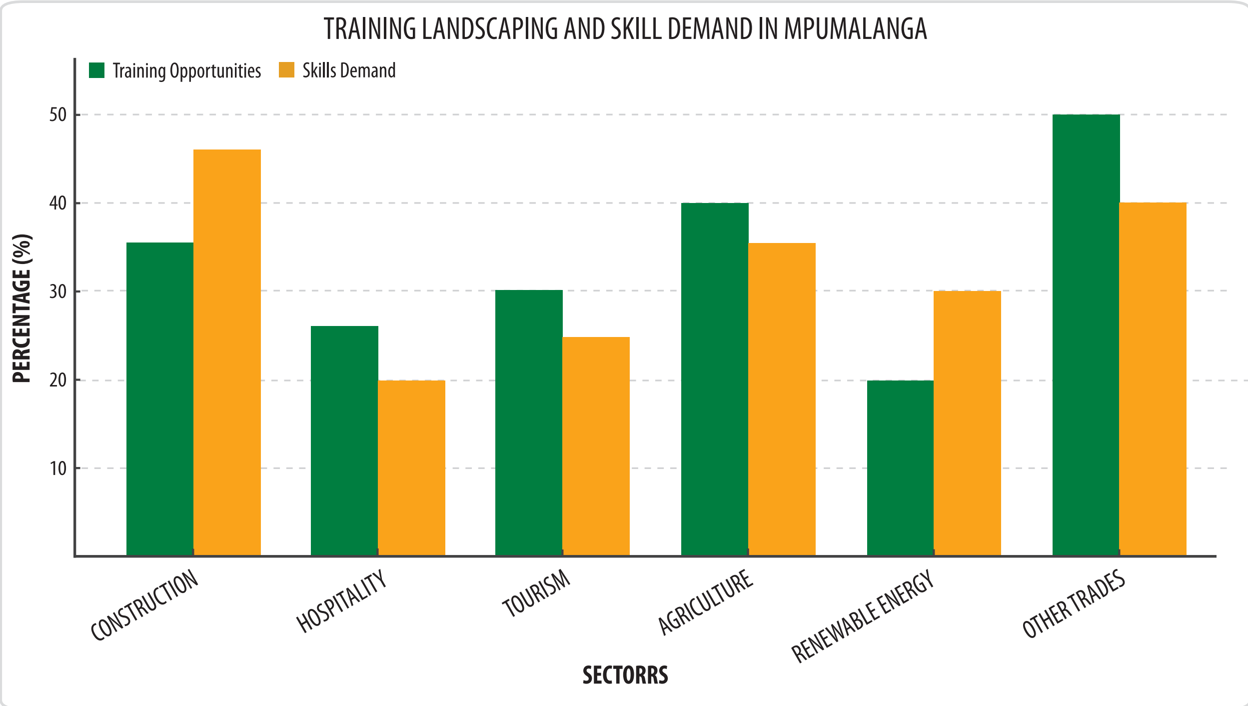
- **Cultural and Heritage Tourism:** Mpumalanga's cultural diversity offers unique experiences that can attract both domestic and international visitors. Promoting cultural festivals, heritage sites, and local crafts could create a distinctive appeal, especially for international tourists seeking cultural immersion.

- **Hospitality and Infrastructure Investment:** To accommodate increasing tourist numbers, investment in high-quality accommodations, transportation, and dining options is essential. Improved infrastructure would enhance visitor experiences and drive repeat tourism, generating higher revenue and employment.

5. MAXIMISING THE POTENTIAL OF TOURISM AND HOSPITALITY

Tourism remains a powerful economic driver for Mpumalanga, offering significant benefits through direct and indirect employment, rural economic development, and increased GDP contributions. With continued investment in infrastructure, eco-tourism, and cultural initiatives, Mpumalanga can strengthen its tourism and hospitality sector, making it a more sustainable and resilient component of the provincial economy.

Tourism remains a growing sector in Mpumalanga, drawing both domestic and international visitors due to its natural beauty, cultural heritage, and wildlife.



The figure above illustrates the current training landscape in Mpumalanga across key sectors, including construction, hospitality, tourism, agriculture, renewable energy, and other trades. It compares the percentage of training opportunities available in these sectors with the demand for skills required.

- **Construction and Engineering Related Trades** and **Agriculture** lead in terms of both training opportunities and skills demand, highlighting the importance of these sectors in the province's economy.
- **Hospitality and Tourism** offer significant training opportunities, reflecting the growth potential of these sectors, particularly with Mpumalanga's increasing focus on expanding its tourism industry.
- **Renewable energy** is emerging, with training opportunities being created to support the province's shift toward sustainable energy solutions.
- **Other Trades** encompass various fields where training and skills development are actively pursued to meet broader market demands.

By modernising agriculture, investing in renewable energy, and expanding the tourism sector, Mpumalanga can tap into its natural and human resources to foster inclusive growth. Infrastructure development and skills training tailored to these sectors will be crucial for addressing the socio-economic disparities and unlocking future growth opportunities in the province.

Mpumalanga Regional Training Trust (MRTT) operates in a dynamic, ever-changing environment shaped by various external factors. To sustain its mission of delivering high-quality skills development and vocational training, it is crucial to evaluate the external landscape continuously. This situational analysis examines the critical external factors—political, economic, social, technological, legal, and environmental—that influence MRTT's operations and strategic direction, enabling the institution to adapt and remain relevant in fulfilling regional needs.

7. EXTERNAL ENVIRONMENT ANALYSIS

The Mpumalanga Regional Training Trust (MRTT) operates in a dynamic, ever-changing environment shaped by various external factors. To sustain its mission of delivering high-quality skills development and vocational training, it is crucial to evaluate the external landscape continuously. This situational analysis examines the critical external factors; political, economic, social, technological, legal, and environmental that influence MRTT's operations and strategic direction, enabling the institution to adapt and remain relevant in fulfilling regional needs.

CATEGORY	STRENGHTS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	Relationships with government at multiple levels. Alignment with government job creation and skills development priorities. Support from the same governing party in the province.	Governance immaturity and internal factions. Delays in decision-making due to political transitions. Labour disputes and internal politics disrupt operations.	Leverage government support for expansion into new regions. Access to discretionary grants for key programs. The government's focus on a developmental state aligns with MRTT's goals.	Political uncertainty and leadership changes disrupt strategic focus. Influence of labour unions and political instability. Legislative shifts may alter mandates and operations.
ECONOMIC	Access to grants and tenders from government and external entities. Skilled labour force to meet economic demands. Financial systems (e.g., Sage Evolution) for efficient resource management.	No sustainable funding model; exclusion from public bursaries. High operational costs and limited competitiveness.	Additional discretionary grants and economic growth may increase the demand for skills. Expansion into new regions beyond the province.	High unemployment and inflation reduce learner absorption and enrolment. Financial instability or budget cuts threaten continuity. Intense competition from other training providers and TVETs.
SOCIAL	Established experience in youth and educator training. Focus on marginalised groups (e.g., persons with disabilities, rural youth). Integrated learning model (theory and practice).	Over-reliance on temporary employment contracts. Misalignment between industry needs and curriculum. Limited engagement with private sector stakeholders.	Community development and youth empowerment initiatives. Entrepreneurial training to foster self-employment. Relevance of educational tourism programs.	Youth unemployment contributes to learner dropout rates. Over-reliance on government funding. Social instability (e.g., substance abuse, mental health issues) affects learners.

CATEGORY	STRENGHTS	WEAKNESSES	OPPORTUNITIES	THREATS
TECHNOLOGICAL	ESkilled practitioners delivering accredited programs. Implementation of financial systems (e.g., Sage Evolution).	No comprehensive learner management system. Outdated IT infrastructure and insufficient staff tools. - No permanent IT officer for support.	Digital transformation and hybrid learning opportunities. Automation to enhance operational efficiency. Adoption of cybersecurity practices and cloud systems.	Cybersecurity risks due to outdated infrastructure. Weak business systems hinder value chain tracking. Risk of falling behind industry trends without IT upgrades.
LEGAL	Compliance with QCTO standards and PFMA regulations. Approved internal policies for operational governance.	Incomplete registration with DHET; not fully recognised as an SDP. Inconsistent policy implementation.	Enhanced governance can lead to improved audit outcomes. Strengthened policies can align with legislative changes.	Frequent legislative changes require continuous adaptation. Non-compliance risks reputational damage and funding cuts.
ENVIRONMENTAL	Alignment with green economy and sustainability initiatives. Occupational health and safety embedded in operations.	Limited environmental awareness in training programs. Gaps in infrastructure for sustainability projects.	Partnerships with green industries for skills development. Expansion into sustainability-focused training.	Environmental instability and regulatory pressures. Health and safety risks if standards are not upheld.

8. INTERNAL ENVIRONMENT ANALYSIS

Mpumalanga Regional Training Trust (MRTT) is well-regarded for its established presence and track record in providing vocational and skills training tailored to the unique economic demands of the Mpumalanga region. The institution offers a diverse range of programs, from mining and agriculture to tourism and hospitality, which are aligned with the province's key industries. This ability to design training programs that cater to the local economy has made MRTT an essential player in regional development efforts. Furthermore, MRTT benefits from strong relationships with local businesses, government and industries, which facilitate the placement of graduates into jobs and provide ongoing support for learners through internships and hands-on training opportunities.

Additionally, MRTT's experienced and qualified staff are a significant asset. Many trainers possess in-depth industry knowledge, enabling them to offer students practical, up-to-date insights that align with current industry practices. This combination of experienced trainers and relevant, industry-specific programs gives MRTT a competitive edge, as graduates are well-prepared for employment in high-demand sectors. The institution's ability to adapt to the local workforce needs has solidified its reputation as a reliable training provider, enhancing its credibility and visibility among employers and prospective students alike.

The finalisation of the organisational structure will improve the entity's capacity and enhance service delivery to meet the strategic intent of the entity as far as implementation of the core mandate is concerned. The aim is to align positions with the expected deliverables of the entity's mandate. This process is underway.

Despite its strengths, MRTT faces several internal challenges, with one of the most pressing being its ageing infrastructure. The outdated facilities are increasingly inadequate for meeting the rising demand for vocational training in the region. As Mpumalanga's population grows and industry needs evolve, MRTT's infrastructure has struggled to keep pace. This has resulted in overcrowded classrooms, strained resources, and limited capacity to offer a broader range of modern and advanced training programs. The ageing infrastructure not only hampers the institution's ability to expand its offerings but also affects the overall learning environment, potentially diminishing the quality of education provided.

Furthermore, MRTT's dependency on government funding makes it vulnerable to budgetary cuts or delays, which could hinder its ability to maintain existing programs or expand into new areas. This lack of financial flexibility restricts MRTT's ability to innovate and invest in infrastructure upgrades or advanced equipment.

Another weakness is the limited marketing and outreach efforts MRTT employs. While the institution has a strong local presence, it struggles to increase visibility across the broader Mpumalanga area, especially in rural and underserved communities. Additionally, MRTT lacks consistent performance tracking and evaluation mechanisms for assessing the effectiveness of its programs. Without robust data on program outcomes and graduate success rates, it is challenging for MRTT to continuously improve its offerings and demonstrate value to potential students and stakeholders. The institution's difficulties in scaling operations and implementing efficient performance evaluation systems limit its ability to expand and fully meet the needs of the region.

MRTT is well-positioned to capitalise on several internal opportunities. One of the most promising opportunities is the potential to expand its training programs in high-demand sectors, such as renewable energy, information technology, and Hospitality, where there is a growing need for skilled professionals in the region. By aligning its curriculum with emerging industries, MRTT can attract new students and improve graduate employment outcomes. Additionally, there is an opportunity for MRTT to explore partnerships with international vocational institutions, which could provide access to new teaching methodologies, certifications, and technologies, thereby enhancing its training capabilities and improving the institution's overall quality.

The shift towards digital education and e-learning also presents an opportunity for MRTT to broaden its reach and enhance flexibility for learners. The pandemic has accelerated the adoption of online learning. MRTT could seize the opportunity by investing in digital platforms, allowing students from remote or underserved areas to access training programs. Expanding online course offerings and blended learning models could help MRTT overcome the geographic barriers it currently faces, enabling it to serve a larger and more diverse student population. This digital transformation could also make MRTT more competitive with private institutions that offer flexible learning options.

MRTT will be working towards institutionalising the Mpumalanga Skills Hub (MISH). This will include establishing and maintaining corporate governance and operationalising the skills hub. When the skills hub is fully functional, it will bridge the gap between skills availability and skills availability and the labour demands of the province by providing the right skills for targeted interventions and projects for both public and private.

MRTT faces several internal threats that could impact its long-term sustainability. One significant threat is the rising competition from private training institutions that often provide more flexible, specialised, and advanced programs. These competitors may offer shorter, more tailored courses that attract students looking for quicker pathways to employment. Private institutions may also be more agile in adopting new technologies and methodologies, which could position them as more attractive options for learners, potentially drawing students away from MRTT's traditional programs. This competitive pressure could lead to a decline in enrolment, reducing MRTT's revenue and capacity to expand.

Another threat is the risk of staff turnover. Due to limited resources and funding constraints, MRTT may struggle to offer competitive salaries and benefits compared to other training providers. The loss of experienced trainers could undermine the quality of its programs and lead to gaps in specialised knowledge. Additionally, MRTT's reliance on government funding exposes it to the threat of budget cuts or shifts in political priorities. A reduction in government support could result in fewer resources for program development, facility maintenance, or student support services, further limiting MRTT's capacity to fulfil its mission effectively.

STAKEHOLDER	INTERESTS	POTENTIAL/CONSTRUCTION
DEPARTMENT OF EDUCATION	Skills development	Grant Project funding Host employment (Work Integrated Learning)
SETA'S	Accreditation Grant Allocations Learnerships Meet targets	Funding External moderation Certification
INDUSTRY	Offer Corporate Social Investment Lowers Tax Rate Reduced salary bill (learners work)	Grant Project funding Host employment (Work Integrated Learning)
COMMUNITY	Business/ employment opportunities Entrepreneurial skills	Clients Employees Suppliers (Goods & services)
MUNICIPALITIES	Community development	Host employment (Work Integrated Learning) Funding for projects Employment opportunities (absorb learners) ARPL (Artisan Recognition of Prior Learning) Trade testing
SDPS/TRAINING INSTITUTIONS AND UNIVERSITIES	Knowledge sharing Benchmarking Host employment (work integrated learning)	Assist to benchmark Partnerships Research collaboration
QUALITY COUNCIL FOR TRADES AND OCCUPATIONS	Accreditation	Setting Industry Standards Recognition and legitimacy
NATIONNAL YOUTH DEVELOPMENT AGENCY	Youth development	Creates opportunities for youth Partnerships to offer more training

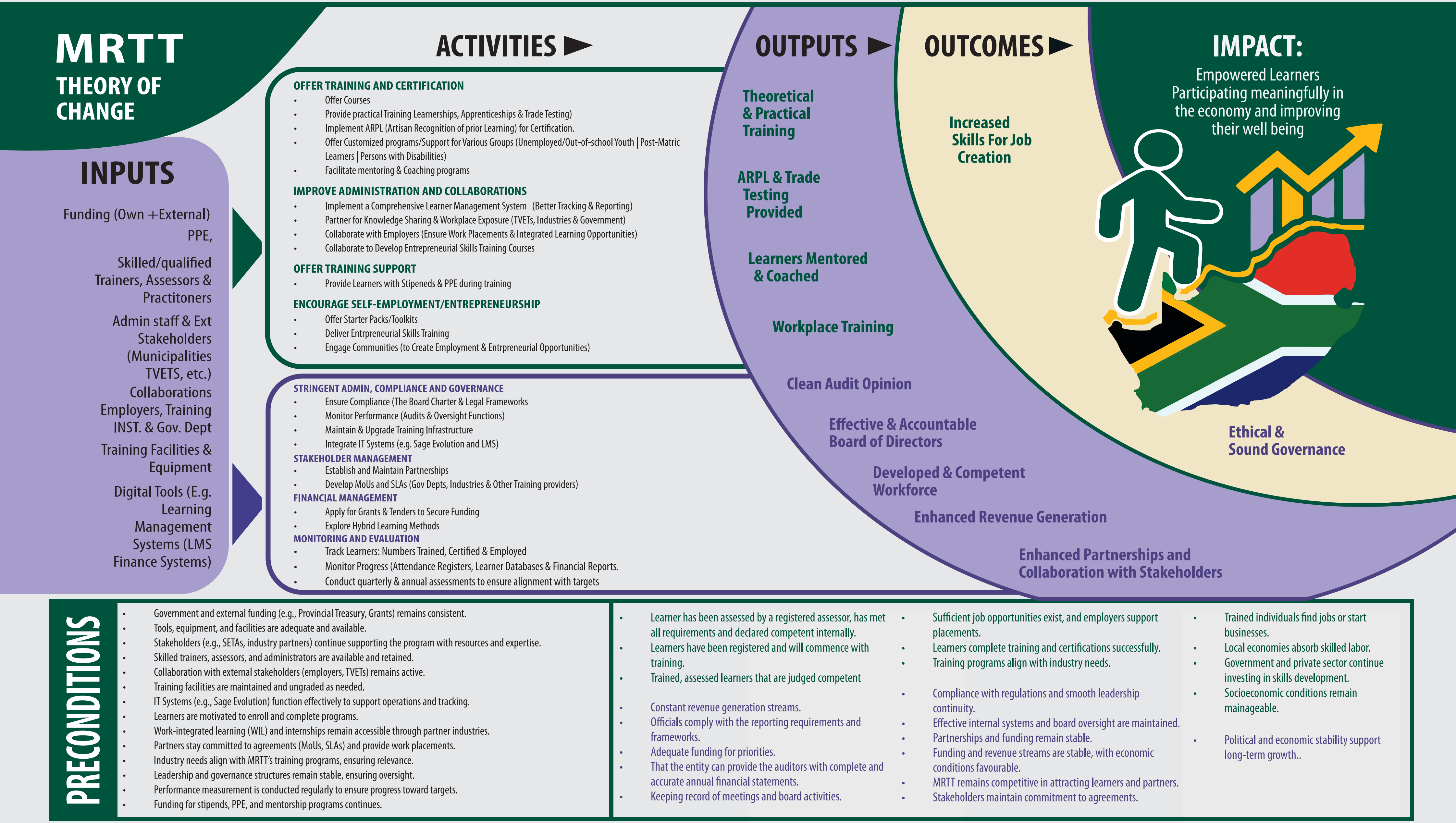
PART C

MEASURING PERFORMANCE

9. INSTITUTIONAL PERFORMANCE INFORMATION

Using a Theory of Change as a tool for planning, we first developed the mandate, vision, and mission statement, outlining where the organisation would like to be. This was followed by the development of a Theory of Change depicting the hierarchy of results at different levels to be achieved.

Figure 1 below shows the Theory of Change for MRTT.



10. IMPACT STATEMENT

Informed by the strategic focus statements presented in Part B, below is the Mpumalanga Regional Training Trust impact statement:

Impact Statement
Empowered learners participating in the economy and improving their well being.

11. MEASURING OUR OUTCOMES

Where the impact describes the intended long-term developmental result, the outcomes describe the medium-term results to be achieved in the period of the strategic plan. Ethical and strong governance is an outcome that is inward looking with the focus on ensuring that MRTT complies with all the relevant legislations and has a sound governance. Increased skills for job creation are the core mandate for MRTT. They are aligned to the national and provincial priorities and strategy frameworks. As such, the entity has identified the below two outcomes:

MTDP PRIORITY: PRIORITY 2

OUTCOMES	OUTCOMES INCICATORS	BASELINE	FIVE YEAR TARGET
ETHICAL AND STRONG GOVERNANCE	Unqualified Audit Outcome	Qualified audit opinion	Clean audit
INCREASED SKILLS FOR JOB CREATION	Number of Learners trained on full qualification	8557	2120
	Number of learners receiving accredited training through skills programme	1037	1150
	Number of new training courses introduced	New	10
	Proportion of learners reporting increased skills	New	60%
	Percentage of learners who are employed	To be determined	35%
	Percentage of self-employed learners	To be determined	10%

NB- The targets have been set taking into account the available financial resources but however the institution is ready to increase the numbers of learners provided the resources are made available

11.1 EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

(a) The institution is contributing towards the furtherance of the ideals and aspirations of Chapter 9 of the National Development Plan Vision 2030, which focuses on improving education, training and innovation. The mandate and work of the institution in the skills and development industry respond directly to this aspiration of the NDP for a better South Africa.

The Government of National Unity has identified three priorities, viz

- Strategic Priority 1: Inclusive growth and job creation
- Strategic Priority 2: Reduce Poverty and tackle the high cost of living
- Strategic Priority 3: A capable, ethical and developmental state.

Given the high unemployment rate amongst the youth in South Africa, the institution is strategically placed, and it is within its mandate to deal with youth unemployment. MRTT contributes directly to the outcome of skills for the economy under Strategic Priority 2. Furthermore, it is deliberate in its recruitment drive and focuses on youth, women and people with disabilities. The triple challenges of poverty, inequality, and unemployment persist, and the entity will contribute towards ensuring that youth are skilled to participate meaningfully in the economy by creating employment.

(b) The Mpumalanga Regional Training Trust (MRTT) has a commitment to youth skills development within the context of a just energy transition in Mpumalanga, South Africa. Guided by national and provincial policies, MRTT is prioritizing skills programmes in the green economy, particularly renewable energy sectors like solar, wind, nuclear, and hydropower. MRTT is actively seeking accreditation for various renewable energy skills programmes and qualifications (e.g., Solar Photovoltaic System Installer) through the Quality Council for Trades & Occupations (QCTO), aiming to address unemployment and align training with provincial strategies and in-demand skills, ultimately for job creation in these fields.

(c) Enablers- The institution has qualified human resources and a new strategy to realign the organisational structure to fulfil the mandate of the organisation. The continued support from the Department of Education, in particular, and other institutions will contribute towards ensuring that services are done effectively and efficiently. There are ample opportunities for the entity to collaborate and partner with a wide range of stakeholders to leverage the support needed to execute its plan.

(d) The entity has developed two outcomes: ethical and sound governance, on the one hand, and increased skills for job creation, on the other hand. As can be seen from the Theory of Change, the high-level priority interventions include the following

OUTCOMES	INTERV ENTIONS
ETHICAL AND SOUND GOVERNANCE	Compliance with the necessary regulations Functional Board Developing a funding model and revenue generation strategy Partnerships
ENHANCED SKILLS FOR JOB CREATIONS	Provision of quality and accredited theoretical and practical training ARPL and trade testing Workplace training

These outcomes should lead to empowered learners participating in the economy and improving their wellbeing. The entity would like to produce learners who would be able to secure employment whilst others are creating their employment, thereby contributing towards poverty reduction and economic growth in the province.

12. KEY RISKS AND MITITATIONS

OUTCOMES	KEY RISKS	RISK MITIGATION
ETHICAL AND STRONG GOVERNANCE	Inability to achieve the set mandate	Provision of quality and accredited theoretical and practical training ARPL and trade testing Workplace training
	Non-compliance with laws and regulations	Enforce the code of conduct and strengthen the oversight function.
	Inadequate funding	Develop a comprehensive funding model and revenue generation strategy. Submission of more proposals to various funding institutions Establishment and functionality of the Revenue Generation Committee
INCREASED SKILLS FOR JOB CREATION	High dropout rate among learners	Intensify the recruitment drive and embark on rigorous screening during applications.
	Dilapidated infrastructure	Improve infrastructure

13. PUBLIC ENTITIES

NAME OF THE PUBLIC ENTITY	MANDATE	OUTCOMES
Not applicable to all programmes		

PART D

TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

14. TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

INDICATOR TITLE	UNQUALIFIED AUDIT OUTCOME
DEFINITION	To ensure that institutional systems are operating efficiently, effectively and economically to deliver on their mandate. MRTT wishes to obtain an unqualified audit outcome
SOURCE OF DATA	AGSA Report
METHOD OF CALCULATION/ASSESSMENT	Qualitative
ASSUMPTIONS	That MRTT will comply with all legislative requirements
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	N/A
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	None
DESIRED PERFORMANCE	Unqualified Audit without any findings
INDICATOR RESPONSIBILITY	Chief Financial Officer

INDICATOR TITLE	NUMBER OF LEARNERS TRAINED ON FULL QUALIFICATION
DEFINITION	The indicator seeks to measure the extent to which learners are being trained on full qualifications such as learnerships and apprenticeship. This is a consolidation of leaners doing full qualifications from HTA, TTO. It is aimed at upskilling the out-of-school youth and enable them to secure employment opportunities or to be self-employed
SOURCE OF DATA	Learner personal files, application form
METHOD OF CALCULATION/ASSESSMENT	Quantitative: simple count
ASSUMPTIONS	Resource availability to undertake training
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	N/A
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	That 2120 learners will achieve full qualification
INDICATOR RESPONSIBILITY	General Manager

INDICATOR TITLE	NUMBER OF LEARNERS RECEIVING ACCREDITED TRAINING THROUGH SKILLS PROGRAMME
DEFINITION	The indicator seeks to measure the number of learners receiving accredited training through various skills programmes that are less than a year-long from both HTA and TTO Centres
SOURCE OF DATA	Learner personal files, application form
METHOD OF CALCULATION/ASSESSMENT	Quantitative: simple count
ASSUMPTIONS	Resource availability to undertake training
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	N/A
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	To train 1150
INDICATOR RESPONSIBILITY	General Manager

INDICATOR TITLE	NUMBER OF NEW TRAINING COURSES INTRODUCED
DEFINITION	The indicator seeks to measure the number of new training courses in response to the demand in the market. This will mainly be courses in the green economy related sectors. This will include renewable energy, engineering manufacturing and Hospitality
SOURCE OF DATA	Course Curriculum
METHOD OF CALCULATION/ASSESSMENT	Quantitative: simple count
ASSUMPTIONS	Resource availability to undertake training
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	N/A
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	To develop 10 new training courses
INDICATOR RESPONSIBILITY	General Manager

INDICATOR TITLE	PROPORTION OF LEARNERS REPORTING INCREASED SKILLS
DEFINITION	The indicator seeks to measure the proportion of learners who reported that their skill levels have improved.
SOURCE OF DATA	Survey Report
METHOD OF CALCULATION/ASSESSMENT	Qualitative
ASSUMPTIONS	That learners will participate in the survey and provide honest responses
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Youth Gender and people with disabilities
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	That more learners reported increased skills
INDICATOR RESPONSIBILITY	General Manager

INDICATOR TITLE	PERCENTAGE OF LEARNERS WHO ARE EMPLOYED
DEFINITION	This refers to learners who graduated from MRTT and have gone to secure employment.
SOURCE OF DATA	Survey Report/ Learner Management System Once after five years, the institution will conduct a survey study to establish how many learners have secured employment.
METHOD OF CALCULATION/ASSESSMENT	Take the total number of learners who graduated and divide by those who secured employment.
ASSUMPTIONS	Funding for the survey is available A proper learner management system is maintained to trace the learners
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Age, Gender, People with disabilities
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	Learners graduating from the institution are able to secure employment
INDICATOR RESPONSIBILITY	Chief Executive Officer

INDICATOR TITLE	PERCENTAGE OF SELF-EMPLOYED LEARNERS
DEFINITION	This refers to learners who graduated from the institution and who are self-employed.
SOURCE OF DATA	Survey Report/ Learner Management System Once after five years, the institution will conduct a survey study to establish how many learners are self-employed
METHOD OF CALCULATION/ASSESSMENT	Take the total number of learners that graduated and divide it by those who are self-employed.
ASSUMPTIONS	The money needed to conduct a survey study is adequate, and proper management systems are maintained to track and trace learners.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Gender, People with disabilities, age
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	None
DESIRED PERFORMANCE	That learners are supported to create their businesses and be self-employed.
INDICATOR RESPONSIBILITY	Chief Executive Officer

ANEXURES

ANNEXURES

ANNEXURES A: DISTRICT DEVELOPMENT MODEL

Areas of intervention	Five-year planning period						
	Project Description	Time frame	Budget allocation	District Municipality	Local Municipality	Location: GPS coordinates	Project Social partners lead

The entity does not have infrastructure programmes that it delivers to the district; however, learners are recruited from all local and district municipalities to give all eligible youth a fair chance. In terms of procurement of goods and services, the focus is on small and medium enterprises.

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