

CHANGE MANAGEMENT *FOR* TVET TRANSFORMATION

*Re-Imagining TVET Colleges as **Agnostic, Mission-oriented and De-siloed** Centres of Excellence (CoE) that are **Fit for Purpose**.*

SOUTH AFRICAN PUBLIC COLLEGE ORGANISATION
March 2026



higher education
& training

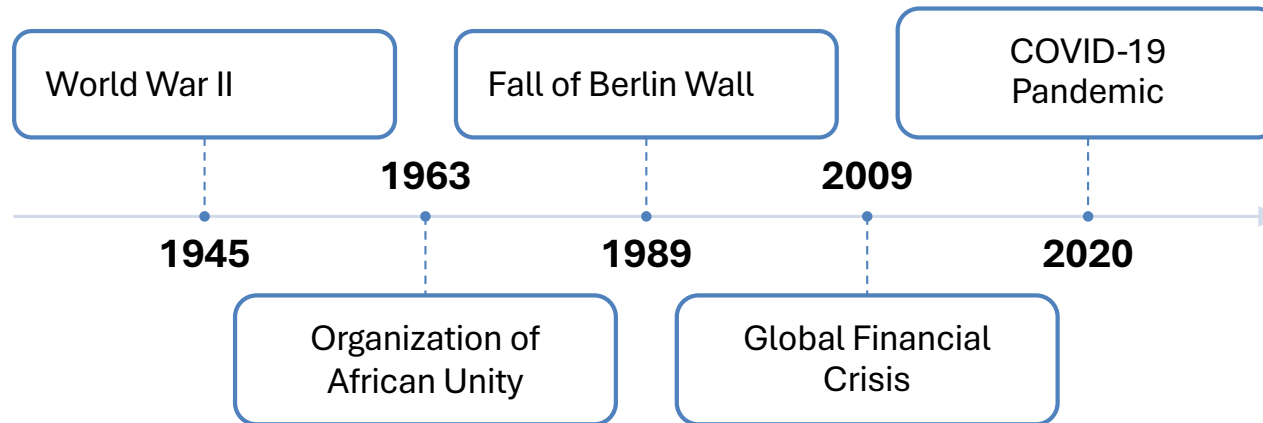
Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

1. Strengthening the Case for Change

- Sector-Wide Transformation and Change Management does not occur in a vacuum- **it is shaped by both external and domestic realities.**
- “History is a clock that people use to tell **their political and cultural time of day**, it is also a compass people use to find themselves on the map of human geography. History tells a people **where** they have been, **what** they have been, **where** they are and **what** they are. Most importantly history tells people **where** they still must go and **what** they still must be.”
- “Until you get back **the concept of nation formation and nation management** you are going to have difficulty with or without apartheid. You have to prepare to control/manage **every single item in a nation that’s needed to hold that nation together**” – John Henrik Clarke
- it appears to us, therefore, that the question facing the PSET and its future trajectory, to paraphrase **James Baldwin (1965)**, “depends on where you find yourself in the world, what your sense of reality is (situational awareness)... that is... it is dependent on **assumptions we’ve come to hold so deeply as to be scarcely aware of them**”.

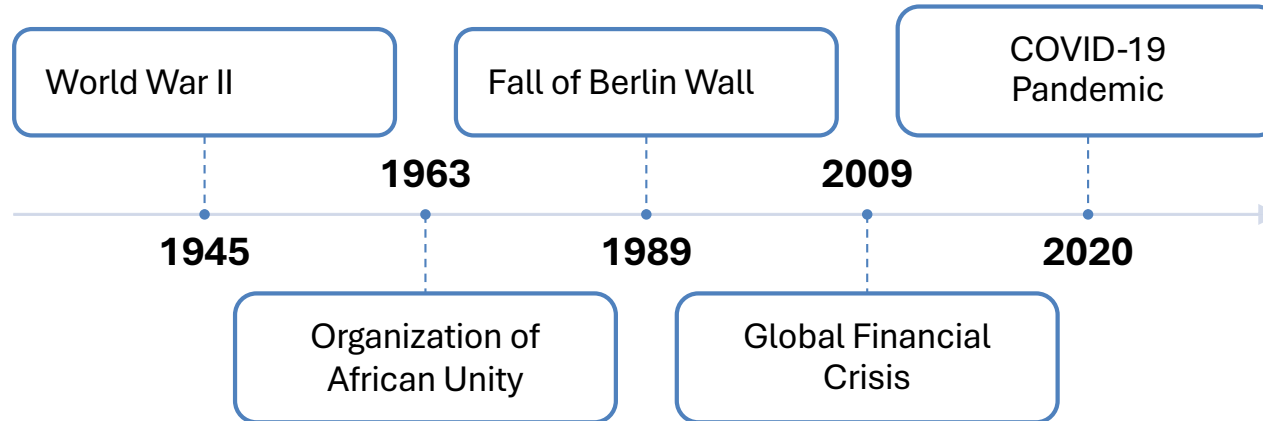


1.1. Strengthening the Case for Change (External Environment)



First, Two decades shy of a **century** since the **2nd World War**; 60 years since the **African Independence explosion** and the founding of the **OAU**; nearly 40 years since **the fall of the berlin wall**; nearly 2 decades since the **Global Financial Crisis of 2009**; hardly 5 years since the **Covid-19 pandemic** shook the foundation of our economies and less that 5 years before **2030 (NDP/SDG)** and - **there is growing consensus, *governing cannot be government as usual.***

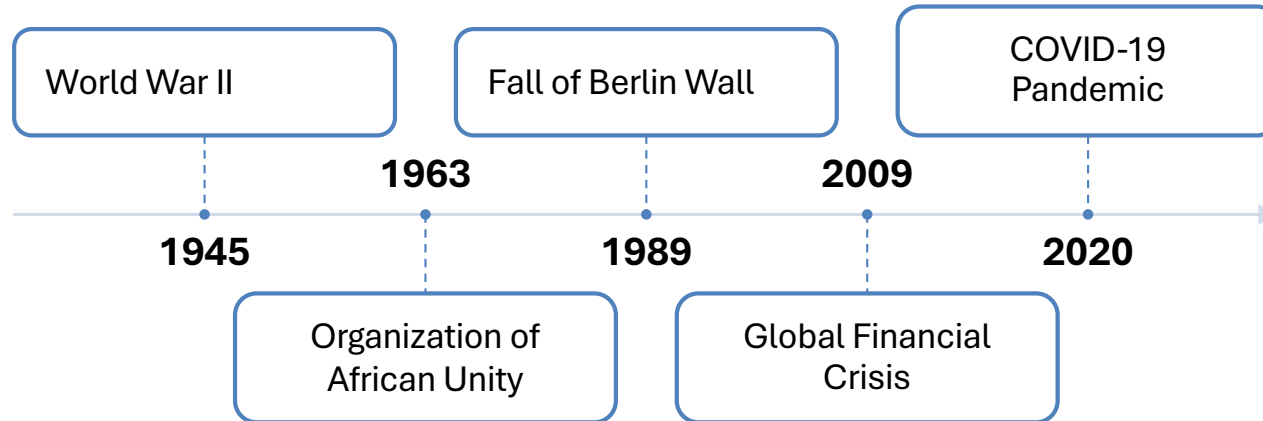
Strengthening the Case for Change (External Environment) (cont.)



Secondly, Governments are facing a mutually reinforcing deficit conundrum:

Ineffective and seemingly ill-equipped to arrest **plummeting livelihoods**, **an untenable cost of living crisis**, a **widening trust deficit** and increasingly **polarised communities**, governments face a **massive legitimacy crisis**. Waning legitimacy is, in turn, undermining the ability to rally all of government and all of society behind one vision.

Strengthening the Case for Change (External Environment) (cont.)



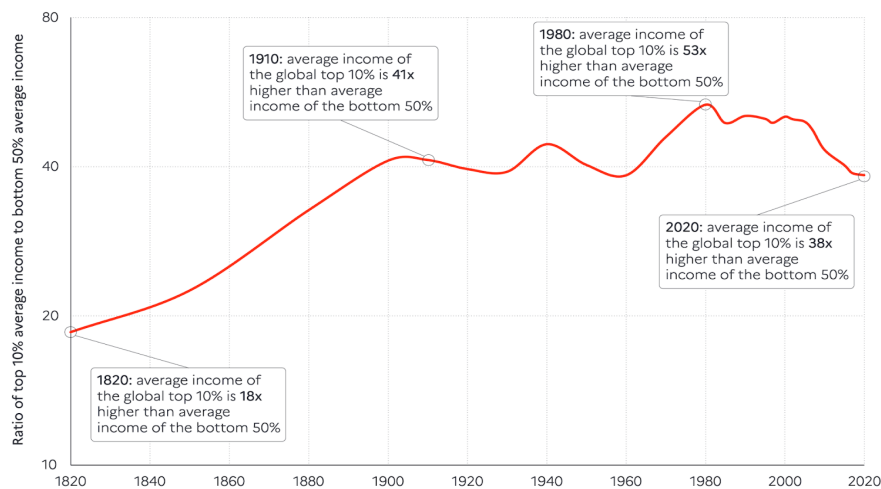
Thirdly, while opportunities are abound, **the threat landscape is increasingly existential in nature**, denoting the need for us to shoulder a lot more care and responsibility in the views we advocate for, the values we promote or demote, and the interests we ultimately advance or overlook.

Strengthening the Case for Change (External Environment) (cont.)

- **The threat landscape/External Environment** demands that we go beyond **what government does**, and instead reimagine **how government should be**, i.e. the beliefs, values and principles **that should drive government action (OECD, 2017)**.
- As we re-imagine the TVET Sector, regardless of our collective aspirations, “the world is transforming at neck breaking speed ... creating **radically new future realities**” (GCPSE, 2018).
- An increasingly **fragile, complex** and **uncertain** climate has already tested our ability to anticipate, manage and respond to change during covid. Our capacity to **reduce uncertainty, see beyond the obvious and enhance the quality of decision-making** is once again being put to test (as global supply chains near total collapse due to conflict).
- From **generative AI** , **Deep Fakes** , **informational warfare** , **geopolitical tensions** , and **climate change related disasters** , change seems constant and inevitable.
- The **past only provides a limited blueprint** for how we **conceive and set priorities** to guarantee food and energy security, make sense of migration patterns, and achieve economic growth that is both inclusive and sustainable, and advance our national wellbeing.

Strengthening the Case for Change (External Environment) (cont.)

Figure 5 Global income inequality: T10/B50 ratio, 1820-2020



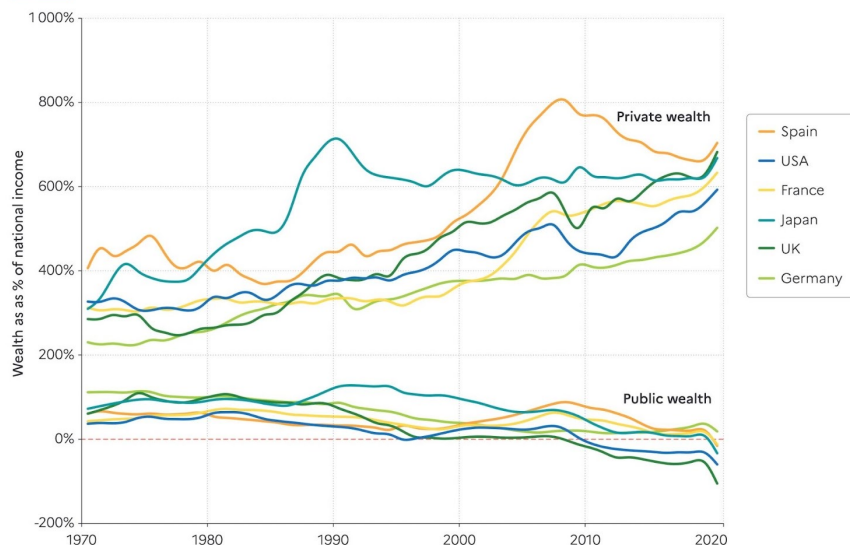
Interpretation: Global inequality, as measured by the ratio T10/B50 between the average income of the top 10% and the average income of the bottom 50%, more than doubled between 1820 and 1910, from less than 20 to about 40, and stabilized around 40 between 1910 and 2020. It is too early to say whether the decline in global inequality observed since 2008 will continue. Income is measured per capita after pension and unemployment insurance transfers and before income and wealth taxes. **Sources and series:** wir2022.wid.world/Imethodology and Chancel and Piketty (2021).

Fourth, We are witnessing a collapse of the Post World War II Consensus: Disparities, Discontent, Distrust and a Democracy at Crossroads (cont.)

- The share of income presently in the hands of **the poorest half of the world is about half what it was in 1820.**
- **In the next decade, we are to brace for further Economic Stagnation, Divergence and Distress** ahead due to economic fragmentation, geopolitical tensions and rockier post-pandemic restructuring.
- **Already-fragile states will bare the brunt** in the form of rising *poverty levels, hunger, violent protests, political instability* and even *state collapse*.
- **Economic warfare** is fast becoming the norm, with increasing clashes between established and emerging global powers.

Strengthening the Case for Change (External Environment) (cont.)

Figure 8 The rise of private versus the decline of public wealth in rich countries, 1970-2020



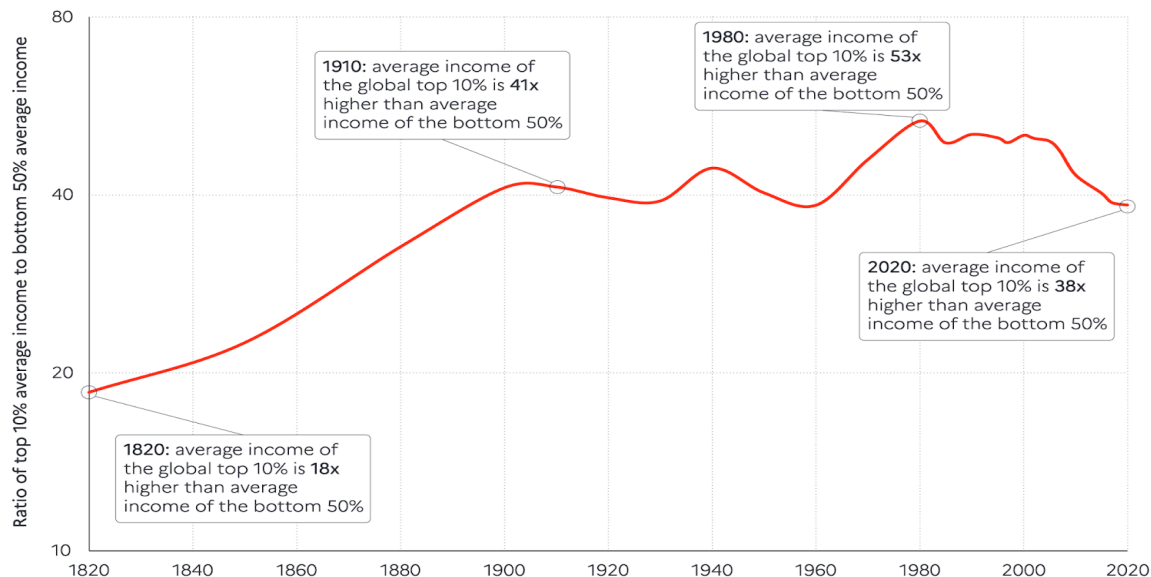
Interpretation: Public wealth is the sum of all financial and non-financial assets, net of debts, held by governments. Public wealth dropped from 60% of national income in 1970 to -106% in 2020 in the UK. **Sources and series:** wir2022.wid.world/methodology, Bauluz et al. (2021) and updates.

Fourth, We are witnessing a collapse of the Post World War II Consensus: Disparities, Discontent, Distrust and a Democracy at Crossroads (cont.)

- One way to understand these inequalities is to focus on the **gap** between the **net wealth of governments** and **net wealth of the private sector**.
- Over the past 40 years, **countries have become significantly richer, but their governments have become significantly poorer** (World Inequality Report, 2022).
- We will continue facing **a delicate balancing act** between protecting our citizens from an **prolonged cost-of-living crisis** and **meeting debt servicing costs as revenues come under pressure** from the economic downturn.

A. Disintegration of Post-War Economic Consensus: Disparities, Discontent , Distrust and a Democracy at Crossroads

Figure 5 Global income inequality: T10/B50 ratio, 1820-2020



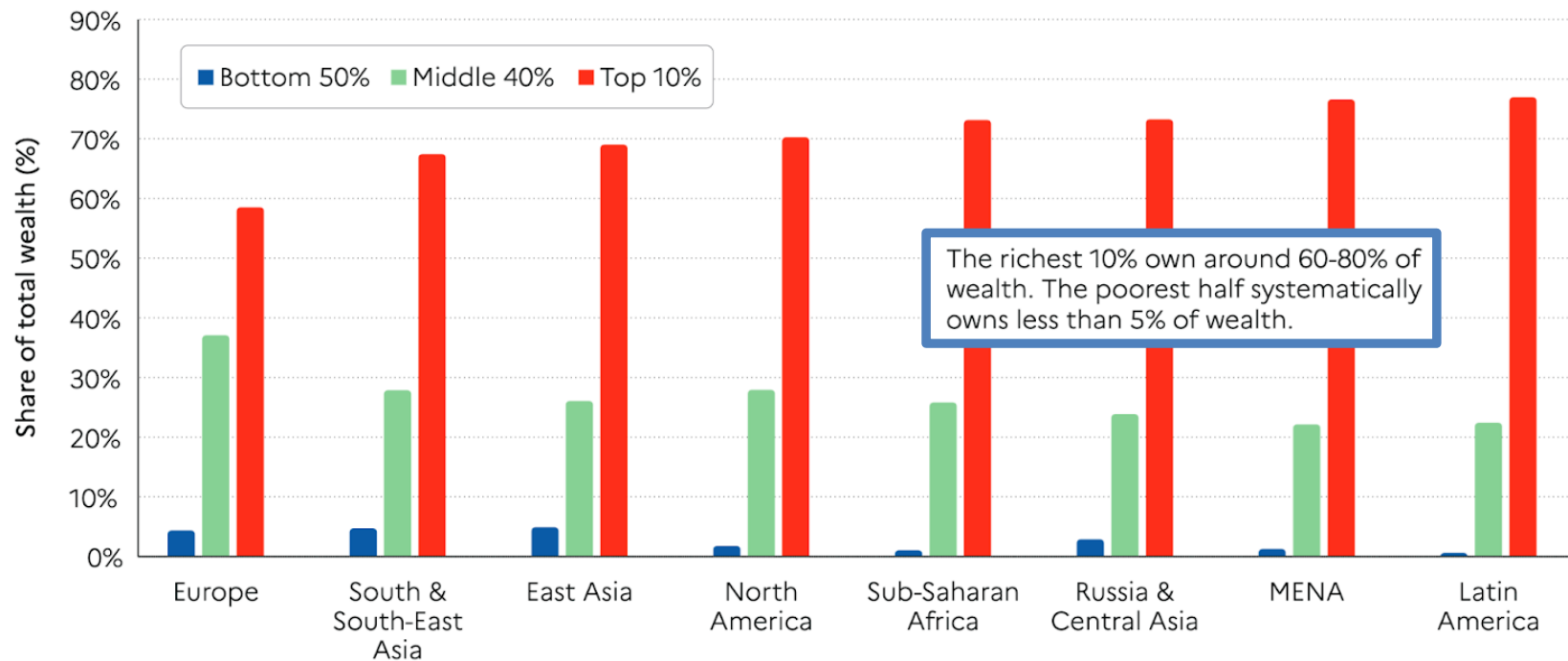
Interpretation: Global inequality, as measured by the ratio T10/B50 between the average income of the top 10% and the average income of the bottom 50%, more than doubled between 1820 and 1910, from less than 20 to about 40, and stabilized around 40 between 1910 and 2020. It is too early to say whether the decline in global inequality observed since 2008 will continue. Income is measured per capita after pension and unemployment insurance transfers and before income and wealth taxes. **Sources and series:** [wir2022.wid.world/lmethodology](#) and Chancel and Piketty (2021).

- The share of income flowing into the **poorest half of the world's people is about half what it was in 1820**
- In 1820 , the average income of the global top 10% was **18X** higher than the average income of the bottom 50%. In 2020 it now **38X** higher than the average income of the bottom 50%

Chancel and Piketty (2021)

A. Disintegration of Post-War Economic Consensus: Disparities, Discontent , Distrust and a Democracy at Crossroads

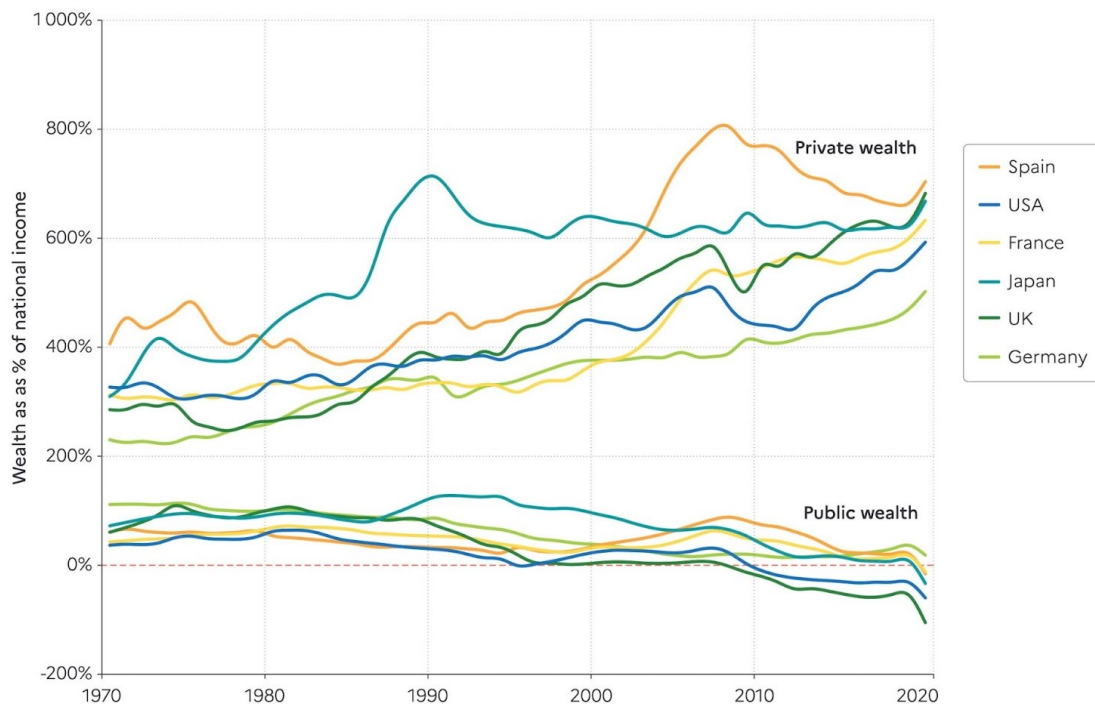
Figure 4 The extreme concentration of capital: wealth inequality across the world, 2021



Interpretation: The Top 10% in Latin America captures 77% of total household wealth, versus 22% for the Middle 40% and 1% for the Bottom 50%. In Europe, the Top 10% owns 58% of total wealth, versus 38% for the Middle 40% and 4% for the Bottom 50%. **Sources and series:** wir2022.wid.world/methodology.

A. Disintegration of Post-War Economic Consensus: Disparities, Discontent , Distrust and a Democracy at Crossroads

Figure 8 The rise of private versus the decline of public wealth in rich countries, 1970-2020



- One way to understand prevailing disparities is to focus on the gap between the net wealth of governments and net wealth of the private sector.
- **Over the past 40 years**, countries have become significantly richer, but their governments have become significantly poorer. (World Inequality Report, 2022)

Interpretation: Public wealth is the sum of all financial and non-financial assets, net of debts, held by governments. Public wealth dropped from 60% of national income in 1970 to -106% in 2020 in the UK. **Sources and series:** wir2022.wid.world/methodology, Bauluz et al. (2021) and updates.

1.2. Strengthening the Case for Change (Domestic Picture)

- 70 Years since 1956 Women's March to the Union Buildings (platinum jubilee), 50 years since the 1976 Youth Uprisings (golden jubilee) and 30 years since our constitution was adopted, our democratic dispensation is at a **crossroads**. There is consensus that we must either **change course or perish**.
- **UNEMPLOYMENT**: An actual crisis
- **INEQUALITY**: Wealth is mostly concentrated at the very top: the richest 1% of the South African adult population who own 55% of aggregate personal wealth. They have an average wealth which is 340 times that of the bottom 90% (Aroop Chatterjee, 2021).
- **WE HAVE AN EVER-RISING TIDE OF HOUSEHOLDS RELYING ON SOCIAL GRANTS FOR SURVIVAL**
 - The percentage of households and persons who rely and benefit social grant have increased from **12,8% in 2003** to **30,9% in 2019**, before rising sharply to 39,4% in 2023 due to the introduction of the special COVID-19 Social Relief of Distress (SRD) grant.
 - According to Stats SA's latest General Household Survey, **approximately 24 million people** in the country are receiving government grants, mostly in the Eastern Cape and Limpopo.
 - However, **in terms of households**, Stats SA estimates that **50% of all households in the country now receive at least one social grant. This is not sustainable.**
- NEET: Of particular concern, is the **approximately 3,6 million (35,2%) out of 10,3 million young people, aged 15-24 years** who are not in employment, education or training (NEET), a number that has certainly increased since the **release of the Matric Results**.

1.2. Strengthening the Case for Change (Domestic Picture) (Cont.)

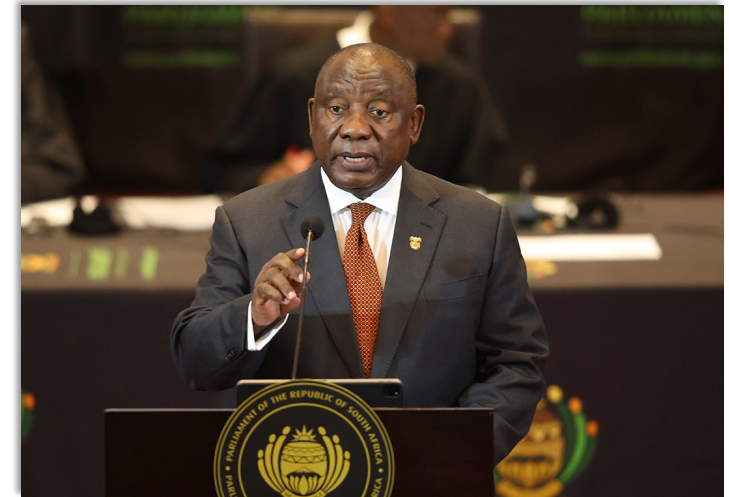
STATUS and PROGRESS TOWARDS NDP TARGETS

With regard to eradicating poverty , we have given ourselves **4 measures of progress** in the NDP:

- **Firstly**, we aim to reduce the proportion of the population living below the lower-bound poverty line from 39 per cent (in 2009) to zero by 2030.
- **Secondly**, we aim to reduce income inequality from 0,7 in 2010 to 0,6 by 2030.
- **Thirdly** , we aim to raise the share of income going to the bottom 40% of income earners from 6% to 10%.
- **And lastly**, we aim to reduce poverty-induced hunger to 0% by 2030.
- **In all these four targets**, our progress remains **far from ideal**. For example, when we last reviewed progress, in 2021, about 2,1 million (11,6%) of South African households experienced poverty-induced hunger.

2. The Mandate and Need for Change Management: SONA and Ministerial Directive

- ❑ “To enable the youth of today to transform our society and secure their future, we are preparing the ground for a skills revolution. **We are undertaking a fundamental overhaul of the skills development system to implement a dual training model that integrates education with practical workplace experience.**
- ❑ **The Great Transition: This includes improving the use of TVET colleges as the primary sites for occupational training and artisan development.**
- ❑ To **support effective workplace-based learning**, we will increase the proportion of the skills development levy returned to employers, restoring it to its original level of 40 percent.
- ❑ To absorb the increasing number of young people passing matric ... I have directed the Ministers of Finance and Higher Education to work on **a proposal to build more universities and TVET colleges with specialised areas of focus” - President Ramaphosa**



THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA

2. The Mandate and Need for Change Management: SONA and Ministerial Directive (Cont.)

- ❑ **Too many young people are locked out of opportunities.** Too many skills taught are not the skills the economy needs. **The system is not coherent enough to guarantee the return on investment that South Africans expect.** After three decades of transformation, ten years since Fees Must Fall, and twenty years since our university and college mergers, **we must admit that progress has been uneven.** We must learn from the past, fix what is broken, and reimagine what is possible.
- ❑ The **global labour market is shifting at a pace faster than any previous generation** has experienced. Automation, artificial intelligence, renewable energy, advanced manufacturing, green hydrogen, logistics modernisation, biotechnology, and digital integration are reshaping every industry. **Entire categories of work are emerging, while others are disappearing altogether.**
- ❑ **South Africa must respond boldly to these changes.** And the first place where that response must take root is the TVET college — the engine room of skills development, innovation, and community resilience.
- ❑ **The TVET sector is now undergoing the most significant curriculum transformation since 1994.** For decades, the TVET system was anchored primarily around NATED programmes, designed for a different economy, a different labour market, and a different historical moment. **We are moving away from fragmented and outdated qualifications and towards a new generation of industry-aligned occupational programmes that produce workplace-ready graduates, entrepreneurs, and innovators.**
- ❑ **That is not a temporary adjustment. It is a fundamental shift in direction — and it is irreversible.**



2. The Mandate and Need for Change Management: SONA and Ministerial Directive (Cont.)

- ❑ **We need a Model TVET Sector Service/Value Delivery Model for South Africa** that re-imagines TVET Colleges as **Agnostic, Mission-oriented** and **De-siloed Centres of Excellence (CoE)** that are Fit for Purpose, including a mapped skills needs analysis across MTDP priority sectors of the economy.
 - ❑ **Comprehensive Diagnostic Assessment of all 50 TVET colleges** covering institutional capacity, governance, infrastructure, curriculum-industry alignment, lecturer capacity, student experience, and financial sustainability.
 - ❑ We must be able to say : ***On the basis of an a data-driven and evidence based diagnostic, This is the model TVET College we are going to build, this is the resources we need , this is the purpose it will serve, and this is the projected return on investment between now , 2030 and beyond.***
 - ❑ In addition to the HRDC and related Master Skills List, the Sector-Wide transformation must align TVET Colleges to:
(a) Strategic Industrial and Labour-Intensive Sectors — Manufacturing, Tourism, Agriculture and Agro-Processing, Infrastructure, Mining and Mineral Beneficiation, Forestry; **(b) Future-Facing and High-Growth Sectors** — the Green Economy, the Digital Economy, the Hemp and Cannabis Sector; **and (c) Critical Enabling Sectors** — Energy, Logistics (Ports and Rail), Water, and Telecommunications.
 - ❑ Our idea of model TVET college/Sector, alongside the diagnostic report, must , in turn, inform the development and deployment of a **Sector-Wide Turn Around Strategy and College Specific Action Plans** across all 50 TVET Colleges

3. The Problem Statement, Urgency and The Cost of Inaction

- ❑ At the level of **Political Will**, South Africa's TVET colleges constitute **the backbone of the country's post-school education and training system..**
- ❑ However, Despite this strong Political Will behind greater investment in TVET colleges:
 - ❑ After three decades of democratic governance, the **TVET sector continues to operate well below its transformative potential.**
 - ❑ The challenges confronting the sector are not only primarily operational; they are structural, systemic, and deeply entrenched. ***Even if all were perfuming at optimal levels – changes in the external environment would necessitate that the sector adapts – in other words we do not only change***
- ❑ However, the **systemic capacity of TVET colleges need to be brought to a level capable carrying this heightened mandate.**
- ❑ In other words, whilst it is true that transitions fundamentally trigger the need for change management- **we are of the view that something must precede change management .**

4. SOMETHING ELSE MUST PRECEDE CHAGE MANAGEMENT:

4.1 Develop a *Model TVET Sector Service/Value Delivery Model for South Africa that reimagines TVET Colleges as Agnostic, Mission-oriented and De-siloed Centres of Excellence (CoE) that are Fit for Purpose.*



4.1. Our Analytical Framework

PRINCIPLE: There is no one way of (re) configuring Public Institutions.

LESSON: You can change your position/positioning ***without*** changing your condition.

We supplement traditional tools to **analyze the Stakeholder Focus Groups and Documentary Evidence** with

The SEES Model
(Prof David Omand)

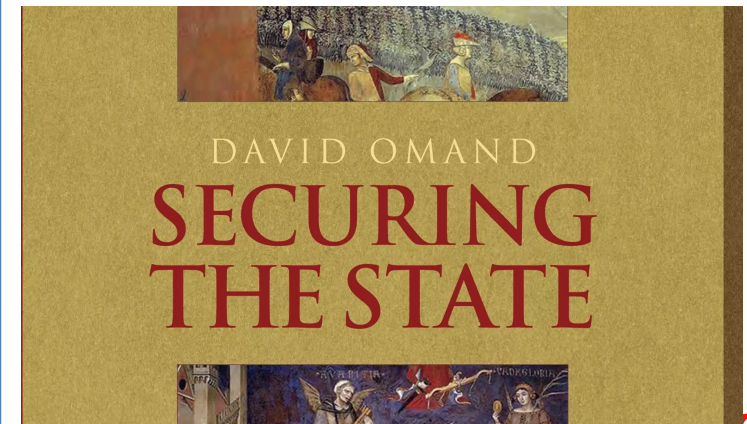
WPR Analytical Model
(Prof Carol Bacchi)

Our Analytical Framework (Cont.)

The SEES Model (Prof David Omand)

The **SEES model** is designed to enhance our ability to **anticipate, respond , and navigate uncertainties and potential crises.**

Consistent with the SEES Model, the TVET Sector Turn Around Strategy should provide us with:



The SEES Model

(Prof David Omand)

A. Situational Awareness

- The TVET Sector Turn Around Strategy must provide us with **Situational Awareness**.
- The aim is to establish **where are we?**, **where we are going?** and **what is likely to get in our way** [both *threats* and *opportunities*] as we navigate to that collectively desired destination.
- **What adjustments**, if any, do we need to make to deal with the **threats** and make the most of **emerging opportunities**?

B. Explanation

- Our knowledge of the world is often **fragmentary, incomplete** and **sometimes** wrong – Acknowledging this in planning is a strength not weakness.
- Recognizing that “**facts**”, even the **seemingly obvious, need explaining, they do not speak for themselves** and are likely to have plausible alternative explanations.
- The TVET Sector Turn Around Strategy must help us remain alive to the risk of **emotional, cultural, confirmation, or historical bias**.

The SEES Model

(Prof David Omand)

C. Estimation

- **The TVET Sector Turn Around Strategy** must estimate the sector's projected contribution to national development goals (Unique value—proposition and justify required investment).
- **Estimation:** ability to **forecast change in time to do something about it.**
- We estimate based on the current data (situational awareness) and its interpretation (explanation).
- Put differently, **“What is worse than being hit by a train....is being hit by one you didn't see coming ”**

D. Strategic Notice

- **“We need not be surprised by surprise”.**
- **Strategic Notice:** The TVET Sector Turn Around Strategy **should provide us** with **foresight** and **insights** about impending change which may be positive/negative.
- This is crucial during **priority setting** and **resource allocation.**

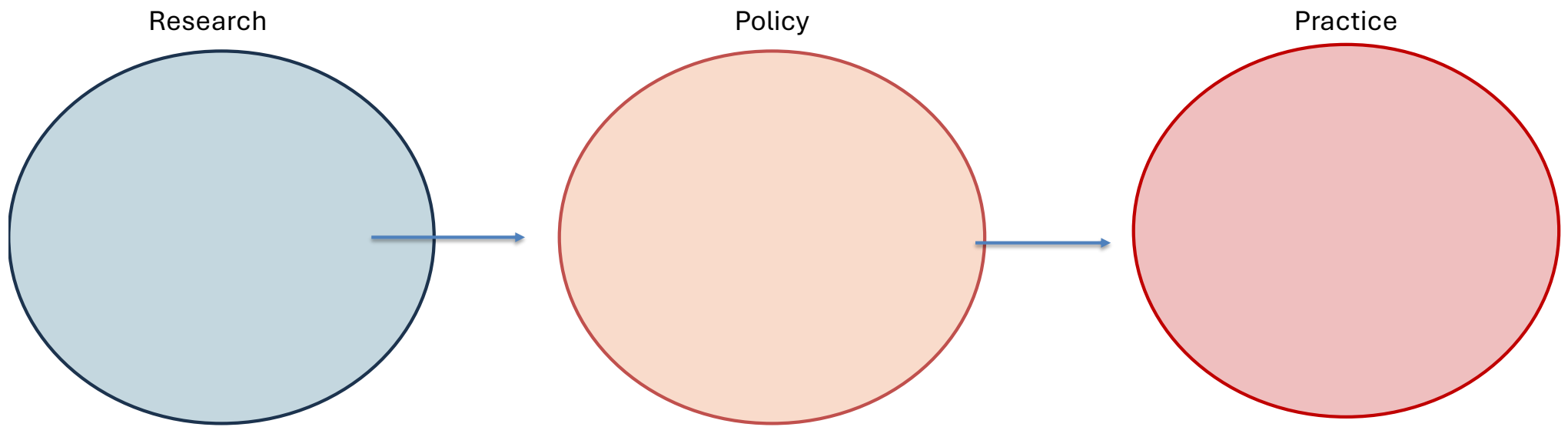
WPR Analytical Model

(Prof Carol Bacchi)

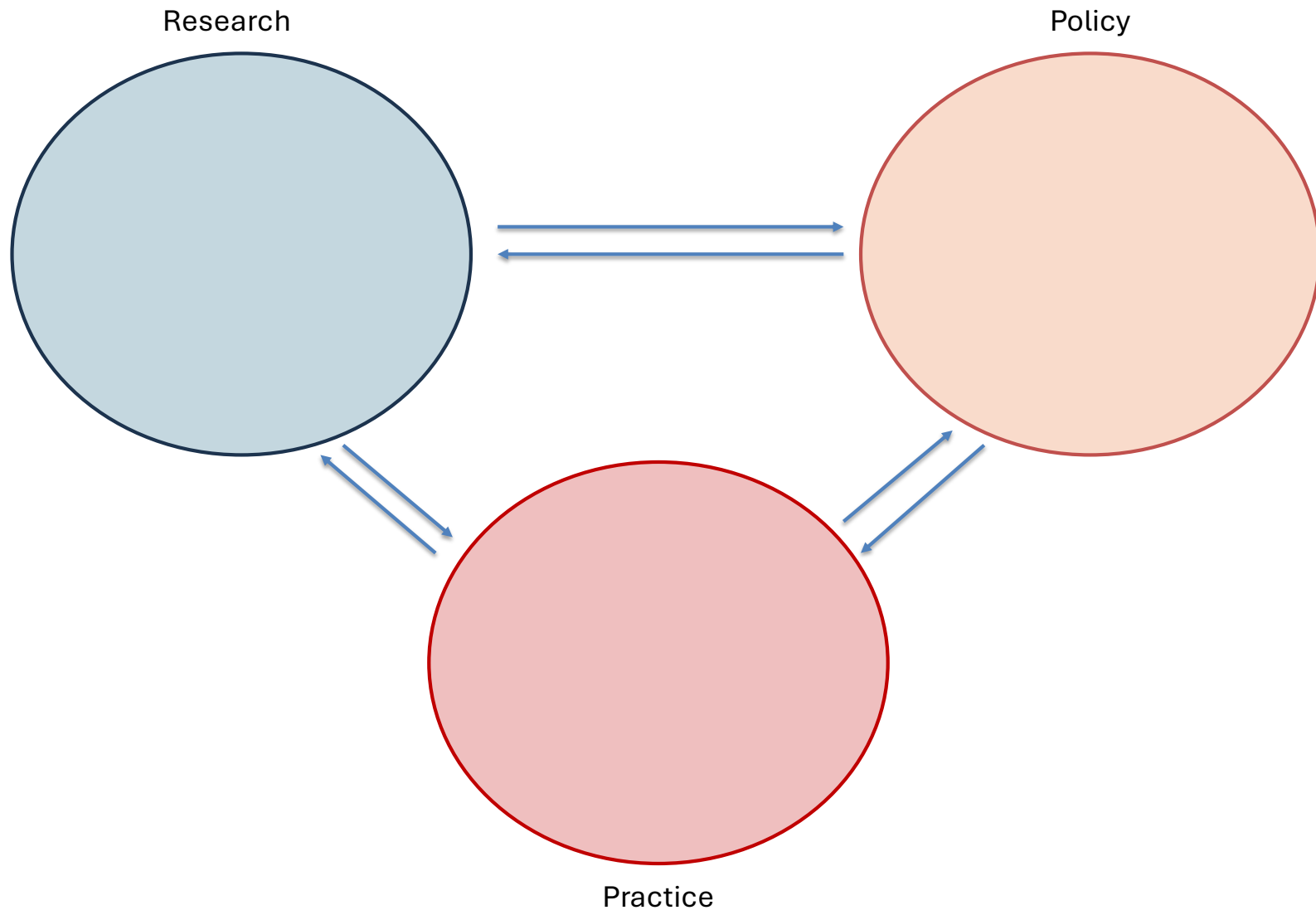
- Carol Bacchi's "**What's the Problem Represented to be?**" (WPR) approach is a critical framework used to examine assumptions (both loud and silent) how problems are **represented**.
- **Common Approach: what is the problem? What is to be done? X3.**
 - This common approach Presupposes that ***problem representation*** is an objective exercise, occurring under objective conditions and carried out by objective actors.
 - To achieve **Rigor**, we leverage WPR to challenge this common approach.

The Six Questions of the WPR Model

1. What's the problem represented to be in a specific policy?
2. What **assumptions** underlie this representation of the problem?
3. How has this representation of the problem come about?
4. What is left **unproblematic** in this problem representation? Where are the silences? **Can the problem be thought about differently?**
5. What **effects** are produced by this representation of the problem?
6. How/where has this representation of the problem been **produced, disseminated, and defended?** How has it been (or how could it be) questioned, disrupted, and replaced?

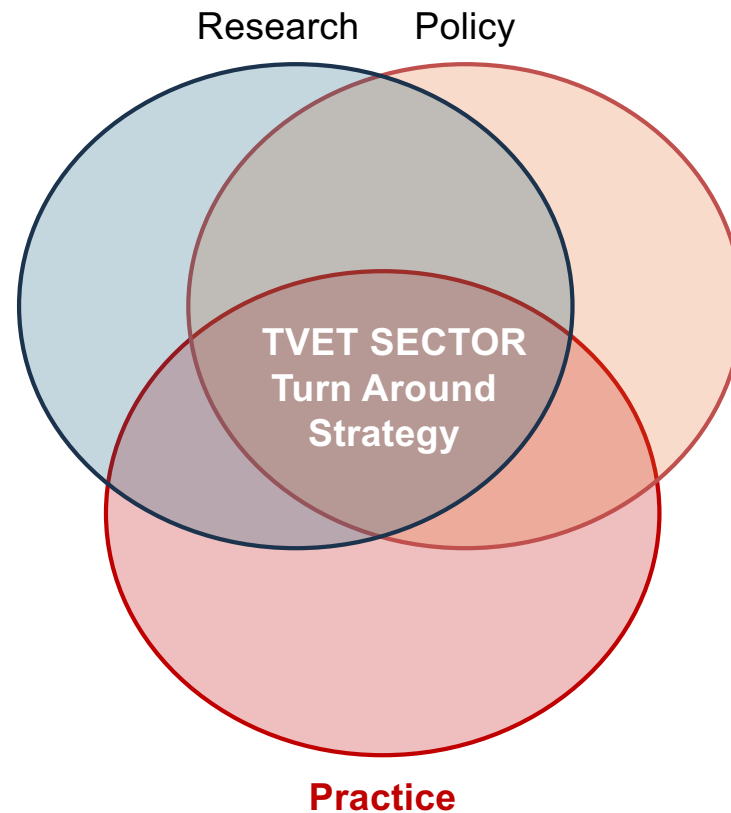


Evidence-based policy



Closing the implementation gap

We don't have 20 years for **the typical evidence to impact cycle**



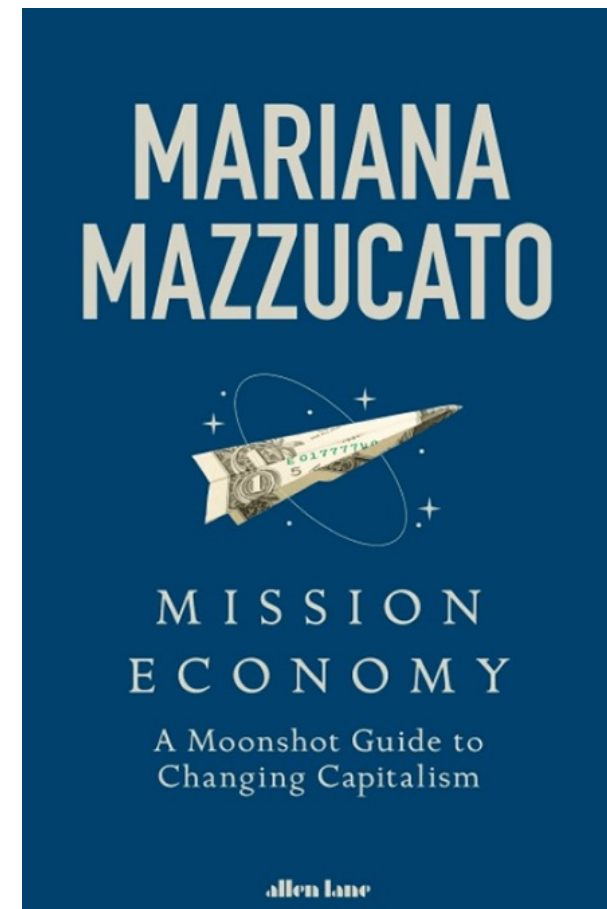
- ❑ We need a framework that allows for the **testing** and **implementation** of innovative practices in a controlled environment

Co-producing innovative, actionable, policy-relevant information for impact

4. SOMETHING ELSE MUST PRECEDE CHAGE MANAGEMENT (cont.)

a. What does it mean to be “mission-oriented” : Institutions are mission oriented when they :

- **challenge and transcend traditional economic and public sector orthodoxies** about the role of the state and where value is created
- **leverage multiple actors** to pursue the same goal and create momentum for the kind of change that goes beyond what the government could have imagined, let alone implemented, alone.
- **embrace “missions” as a governing philosophy** for complex times, overcoming silos, and abandoning procyclical planning for ambitious strategies aimed at building inclusive, sustainable, and resilient economies.



What does it mean to be de-siloed Centres of Excellence? (cont.)

a. What does it mean to be “mission-oriented” : Institutions are mission oriented when they (cont.) :

- **abandon notions of governments as market fixing intermediaries** that pursue decontextualized ‘growth’ in isolation from social and environmental considerations.
- **set strong conditionalities for public-private partnerships** and share both the rewards and risks associated being **a patient investor of first resort.**

b. What does it mean for TVET Colleges to transform into **Agnostic** platforms/Centres of Excellence?

- **Agnostic**: A public service is **Fit for Purpose** when it constitutes a ‘**Shared Means to Many Ends**’... like a well paved and signed highway ... it must represent a **collective and interoperable capability that is available, predictable , reliable , and equitably accessible.**
- **Agnostic**: TVETs are agnostic when must unlock the “**anytime, anywhere service availability and accessibility**” model where the service is **available with the same result in different ways?**” (UNDP, 2021, BPR Manual)

INDIA's (how) Philosophy and Approach : An 'Agnostic Plumbing Approach' to Digital Government and enhanced Service Delivery

“If you have **plumbing for sending money into a bank account**, that plumbing can be used as an **early warning system** during emergencies (like Covid or the flooding we had in KZN), and the same digital plumbing can be used for **energy subsidies**. So the idea is to create plumbing that is **agnostic** to the applications and then make that available for different uses” -
(Nandan Nilekani, Interview at UCL)



What does it mean to be de-siloed Centres of Excellence? (cont.)

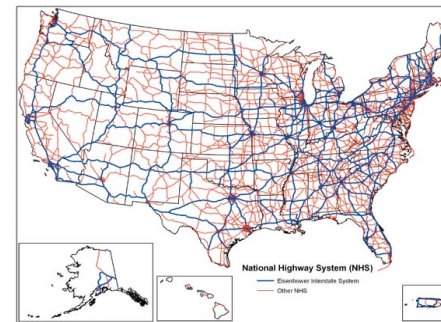
c. What does it mean to be a Centre of Excellence? TVET Colleges will edge closer to being CoEs when they master the ability to :

- Gather intelligence about the future and Identify emerging strategic opportunities
- Measure (cross Sectoral) **impact** of policies and activities
- Enhance our Ability to Spot Risks/Opportunities
- Increase our ability to Anticipate and Adapt
- Engage Unusual Suspects/New Change Agents

*In a digital age, governments ought to look more like a **system of highways** as opposed to the **siloed agencies that compete instead of reinforcing each other.***

*A modern and capable government should, like the likes of Amazon, build **common databases** and **applications** that can be leveraged throughout all layers of government.*

*This will **reduce transaction costs** and **allow new services** to surf on the same infrastructure*



7. OUR PROPOSED APPROACH: PILLARS OF THE TVET SECTOR TURN AROUND STRATEGY

Pillar 1: The **TVET Sector Turn Around Strategy (TAS)** must help us re-imagine TVET Colleges as **Agnostic, Mission-oriented and De-siloed Centres of Excellence (CoE)** that are Fit for Purpose.

❑ But What Purpose?

- ❑ **Purpose 1:** The **Turn Around Strategy** will Produce a Roadmap for realising the **SONA and Ministerial Directives** on TVET-Sector Wide Transformation.
- ❑ **Purpose 2:** The **Turn Around Strategy** must articulate the TVET Sector's projected **unique Value-Proposition** and **Contribution** to the **Three Over-Arching Priorities of the 7th Administration**
- ❑ Particularly Increasing the Income Earning ability of marginalised communities (Through improving the Productivity and Competitiveness of TVET Graduates, Through job creation, Enterprise Development and Further Studies; Re-directing a significant population away from social welfare, etc).

❑ **Purpose 3:** The **Turn Around Strategy** must clearly articulate the TVET Sector's projected contribution to Increasing the Value of: *Population, Territory, Industrial and Trade Aspirations* [National Interest Articulation.]

❑ **Purpose 4:** The TVET Sector **Turn Around Strategy** must clearly outline and align the TVET Sector's Projected contribution to the **achievability of Government Gazetted Goals and Targets** such as those in the:

❑ *Critical Minerals Strategy; National Industrial Action Plan; National Infrastructure Plan 2050; National Energy Action Plan and South Africa's Just Energy Transition Investment Plan (JET-IP); National Water and Sanitation Master Plan (NWSMP); The Roadmap for the Freight Logistics System (2023), etc*

❑ Specifically, the TAS will must draw a Straight-line between **a Model TVET Sector** and a **Measurable Skills-to-Industry Pipeline contribution towards**.

- ❑ **(a) Strategic Industrial and Labour-Intensive Sectors** — Manufacturing, Tourism, Agriculture and Agro-Processing, Infrastructure, Mining and Mineral Beneficiation, Forestry;
- ❑ **(b) Future-Facing and High-Growth Sectors** — the Green Economy, the Digital Economy, the Hemp and Cannabis Sector; and
- ❑ **(c) Critical Enabling Sectors** — Energy, Logistics (Ports and Rail), Water, and Telecommunications.

4. PROJECT OBJECTIVES AND DELIVERABLES (Cont.)

Pillar 2: Conduct a comprehensive diagnostic assessment of all 50 TVET colleges, covering institutional capacity, governance, infrastructure, curriculum-industry alignment (mapped to MTDP priority sectors), lecturer capacity, student experience, and financial sustainability

- ☐ The establishment of continuous diagnostic systems represents a fundamental shift from periodic assessments to real-time performance monitoring that enables proactive rather than reactive management
- ☐ We will **develop college performance dashboards** to provide institutional leaders with immediate access to key performance indicators and trend data. The dashboards will also provide the DHET with sector-wide visibility into institutional performance and emerging trends.
- ☐ The **institutional capacity audits** will provide detailed analysis of governance, management, infrastructure, and human resource capacity across all colleges.
- ☐ The **financial sustainability analysis** is particularly important given the resource constraints facing many TVET colleges.

Pillar 3: Undertake a structured international benchmarking study of high-performing TVET systems and produce an adaptation framework for the South African context

- ☐ **Deliverable:** International Benchmarking Report

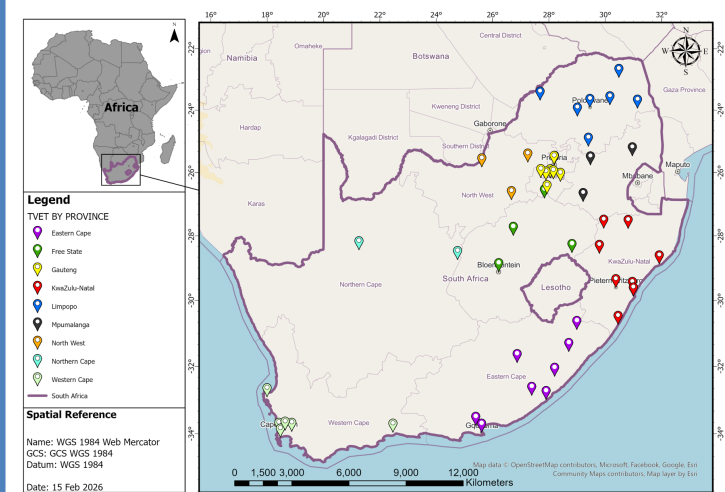
Pillar 4: Conduct a critical review, appraisal, and integration of the TVET Maturity Model Framework and produce an enhanced model positioned as a diagnostic and continuous improvement tool

- ☐ **Deliverable:** TVET Maturity Model Integration Report

4. PROJECT OBJECTIVES AND DELIVERABLES (Cont.)

PILLAR 5 -We will Conduct a **Geo-Spatial Analysis and Socio-Economic Mapping and Profiling** of all TVET Colleges and the District Municipalities where they are based (**Community Integration & Socio-Economic Impact Framework**)

- ❑ This strategic pillar positions TVET colleges as catalysts for community development and social transformation, extending their impact beyond individual student success to broader societal benefit.
- ❑ The community integration approach recognizes that TVET colleges are often significant institutions within their local contexts and have the potential to serve as anchors for economic and social development.
- ❑ The establishment of local economic development partnerships will position TVET colleges as key players in regional development strategies while creating practical learning opportunities for students.
- ❑ These partnerships will facilitate collaboration with local government, business associations, and community organizations to address identified development priorities through education and training initiatives
- ❑ **Deliverable: A Geo-Spatial Analysis and Socio-Economic Mapping and Profiling** of all TVET Colleges and the District Municipalities Report



4. PROJECT OBJECTIVES AND DELIVERABLES (Cont.)

PILLAR 6- Lecturer Ecosystem Assessment

- ❑ This pillar recognizes that TVET Lecturers are the human capital foundation of the sector and that their effectiveness directly impacts student learning and institutional performance. **The comprehensive assessment of educator capacity, needs, and experiences will inform strategies for enhancing professional effectiveness and job satisfaction.**
- ❑ The analysis of current lecturer profiles will provide baseline data on **qualifications, experience, and professional development needs across the sector.** This analysis will identify both strengths that can be leveraged and gaps that require attention.
- ❑ Understanding the diversity of lecturer backgrounds will inform the development of **differentiated professional development strategies.**
 - ❑ **The development of comprehensive professional development frameworks** will ensure that educators have access to ongoing learning opportunities that enhance their effectiveness and career prospects.

PILLAR 7: Student Journey Analytics & Transition Pathways

- ❑ This pillar will address one of the most critical aspects of TVET effectiveness by examining **the entire student experience from entry to post-graduation outcomes.**
- ❑ Understanding student journeys provides essential insights into institutional strengths and weaknesses **while identifying specific intervention points where support can be enhanced.**
- ❑ **Deliverable 7.1:** The development of **comprehensive TVET student support Model** will address the academic and psychosocial needs that influence student success. These services will be designed based on diagnostic findings and international best practices to ensure maximum effectiveness and efficiency.
- ❑ **Deliverable 7.2 :** Student Journey Analytics & Transition Pathways Report

4. PROJECT OBJECTIVES AND DELIVERABLES (Cont.)

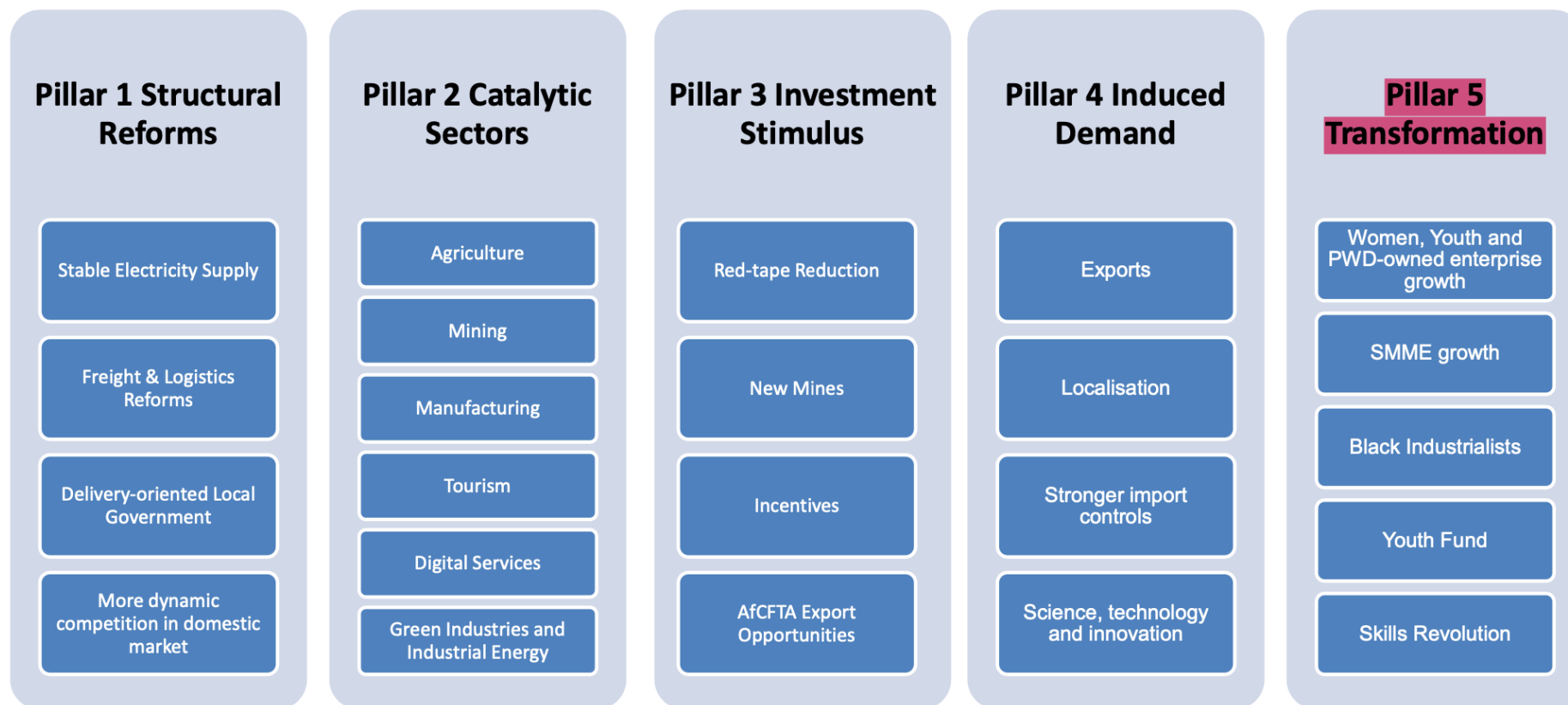
OBJECTIVE 8: Develop 50 college-specific action plans with differentiated interventions aligned to **College Maturity Level, Regional economic specialisation clusters** and **MTDP** sectors.

OBJECTIVE 9: Design a **comprehensive M&E Framework** with **digital performance dashboard, early warning system, graduate tracer mechanism, and student experience indicators**

❑ **Deliverable:** M&E Framework and Dashboard

OBJECTIVE 10: Develop a **Change Management Strategy** with stakeholder communication plans, capacity building programmes, and institutional change readiness tools to support the transition to occupational qualifications

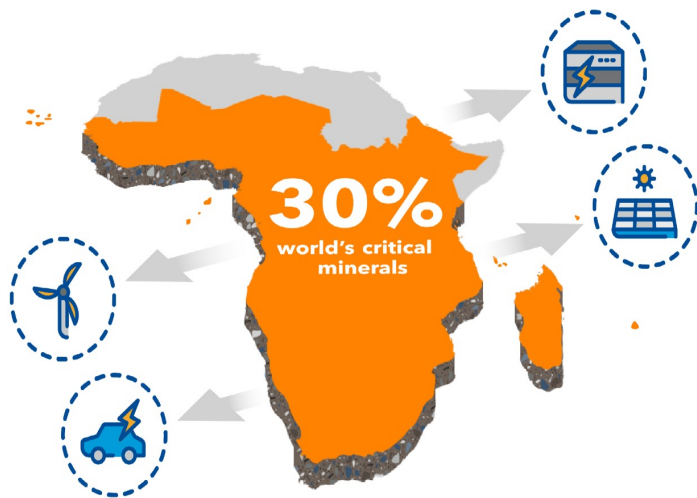
ILLUSTRATIVE CASE STUDE



Potential Economic Game Changers insight

External

Sub-Saharan Africa can
supply the clean energy transition...



...and benefit more from its mineral wealth

APRIL 2024 • INTERNATIONAL MONETARY FUND

- **However**, despite the grim growth prospects, South African future is mostly contingent on the **quality of economic and industrial decision making**.
- The IMF, which is usually very conservative, estimates that Sub-Saharan Africa, is **home to 30 percent of the world's critical minerals** and is on **the brink of a major transformation** with the global move towards clean energy.
- **[We think the 30% is a major underestimation]**



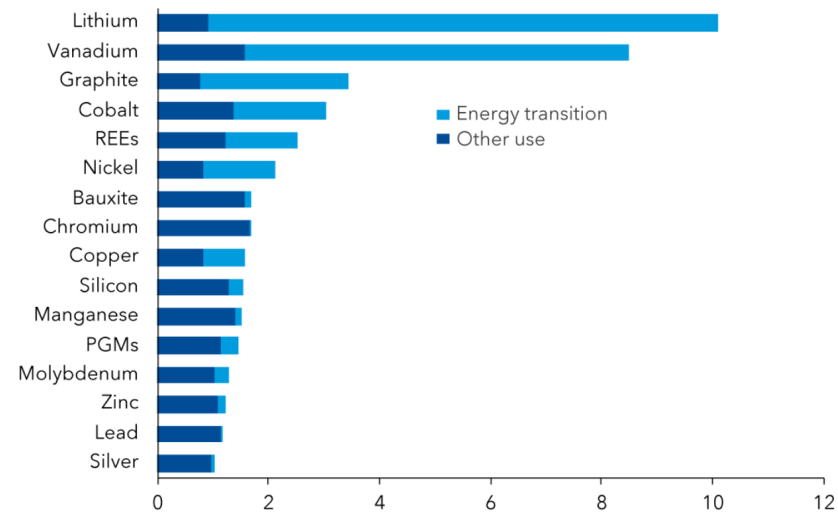
Potential Economic Game Changers insight

External

A critical surge

Global demand for energy transition minerals will increase significantly in the coming decades.

Ratio of 2050 to 2022 demand under a net zero emissions scenario



Sources: International Energy Agency (IEA) World Energy Outlook (2023); and IMF staff calculations.

Note: The chart shows the IEA's projected increase in mineral demand (in quantity terms) broken down by sector as a ratio of 2050 to 2022 demand, under the IEA's net zero emissions transition scenario. REE = Rare Earth Elements; PGMs = Platinum Group Metals.

IMF

- South Africa is on the verge , if not the forefront, of a projected surge in demand for minerals critical **energy transitions and related value-chains**.
- From **electric vehicles to solar panels to future digital innovations**, the global transition to clean energy is set to further heighten demand for these minerals.
- Between now and 2050, the **International Energy Agency estimates** that demand for **nickel will double, cobalt triple** and **lithium rise tenfold**, according to

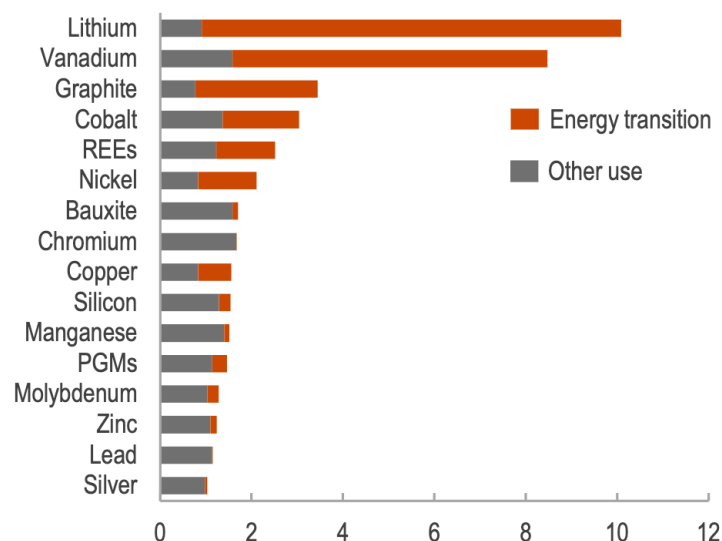


Potential Economic Game Changers insight

External

Figure 1. Increase in Global Demand of Energy Transition Minerals

(Ratio of 2050 to 2022 demand under a net zero emissions scenario)



Sources: International Energy Agency (IEA) World Energy Outlook (2023); and IMF staff calculations.

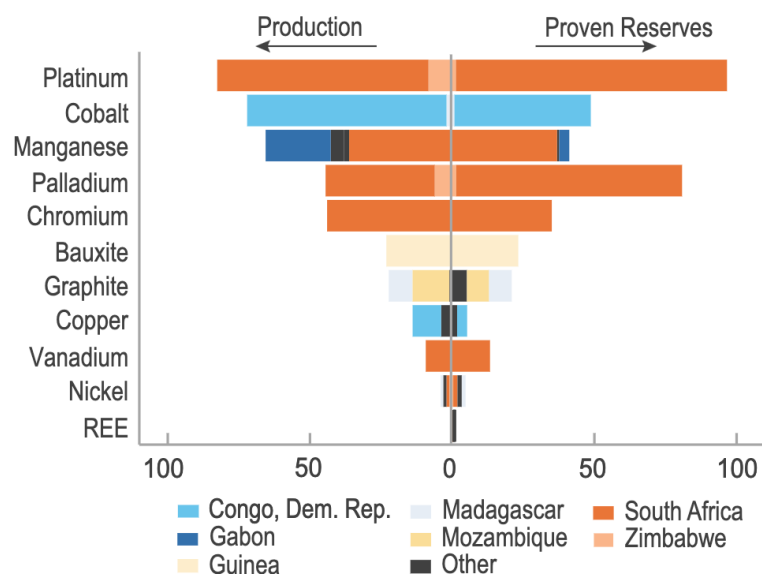
- Our region is already a major player in global critical mineral production.
- The Democratic Republic of Congo accounts for over 70 percent of global cobalt output and approximately half the world's proven reserves.
- **South Africa, Gabon and Ghana** collectively account for over **60 percent of global manganese production**.
- Zimbabwe, alongside the Democratic Republic of Congo and Mali, hold substantial but **yet-to-be-explored lithium deposits**.



Potential Economic Game Changers insight

External

Figure 2. Sub-Saharan Africa: Share in World Production and Reserves, 2022
(Percent of global)



Sources: United States Geological Survey (USGS); and IMF staff calculations.

- With growing demand, **proceeds from critical minerals** are expected to rise significantly over the **next two decades**.
- Global revenues from the extraction of just **four key minerals**—copper, nickel, cobalt, and lithium—are estimated to total **\$16 trillion over the next 25 years**, in 2023-dollar terms.
- However, **if we continue shipping rocks**, the IMF estimates that Sub-Saharan Africa stands to reap **just over 10 percent** of these cumulated revenues, which could correspond to an increase in the region's GDP by 12 percent or more by 2050.



Potential Economic Game Changers insight

- Although our region carries weight in global mineral trade and global value chains, we mainly focus on basic extraction. Our region carries out very little **higher value-added processing of minerals.**
- **We need massive public and private investment into Domestic Processing , Beneficiation and Commercialisation capabilities in order to move beyond extraction [What Must be done?]**
- Whereas the **extraction of select minerals could boost the region's GDP by 12 percent or more by 2050, advancing beyond exporting raw materials to developing processing industries** presents an even larger opportunity (IMF, 2024).
 - **Mission = Develop Local Processing Industries**



Illustrative Case: Raw bauxite

- **Raw bauxite**, for instance, fetches a modest **\$65 per ton**, but when processed into aluminium it **commands a hefty \$2,335 per ton**, in end-2023 prices. Yet, thousands of trucks carry unprocessed lithium from Zimbabwe to ports due to limited processing options.
- By sticking to the lower value-added stages of extraction, we risk **losing substantial benefits from processing**.
- Thus, developing South Africa's local processing industries is what will enable us to surf the projected growth in demand for energy transition minerals.
- This is the mission that will **significantly boost profits, increase tax revenues, create higher-skilled jobs**, and enhance positive technological spillovers.
- This approach is central to diversification of our economies and reducing our exposure to the issue of **high price volatilities commonly associated with raw commodity markets**.
- By diversifying in this way, we also stand a greater chance of protecting ourselves exchange rate volatility, and the financial instability commonly linked to dependency on raw commodity exports (Mazucatto and Rodrik, 2024).

CONCLUSION: DISPASSIONATE INTELLIGENCE AND CHANGE MANAGEMENT

Why Dispassionate Intelligence Must Precede Change Management in the TVET Sector

- **The first imperative is epistemological.** Change management that is not grounded in verified, bias-free intelligence is not management — it is ideology in administrative clothing.
- In a sector as contested and institutionally complex as South Africa's public TVET system, every stakeholder — DHET, college councils, unions, SETAs, employer bodies, and communities — arrives with a prior narrative about what is wrong and who is responsible.
- These narratives are not neutral; they are shaped by funding interests, political allegiances, historical grievances, and survival instincts. If the change architect accepts any of these partial accounts as the diagnostic baseline, the entire intervention is contaminated from inception.
- Dispassionate intelligence — systematic, source-triangulated, methodologically disciplined — creates the only epistemically defensible foundation from which a turnaround strategy can be constructed. Without it, you are not solving the actual problem; you are solving the politically convenient version of the problem.

CONCLUSION: DISPASSIONATE INTELLIGENCE AND CHANGE MANAGEMENT

- The second imperative is strategic and sequencing-related. Change management frameworks — whether Kotter's eight stages, ADKAR, or Lewin's unfreeze-change-refreeze model — are fundamentally implementation architectures. They tell you *how* to move an organisation through transition; they do not tell you *where* the organisation actually is, *why* it is there, or *what* the specific friction points are that will resist change.
- Applied prematurely, these frameworks produce change theatre: workshops are held, communication plans are issued, and "champions" are appointed, while the structural drivers of dysfunction — misaligned funding formulas, compromised governance, skills mismatches at the management layer, or unresolved labour relations — remain untouched because they were never properly identified.
- Dispassionate intelligence, informed by Omand's SEES model (Situation, Explanation, Estimation, So-what), ensures that the change architecture is calibrated to the actual anatomy of institutional failure, not a stylised version of it.

CONCLUSION: DISPASSIONATE INTELLIGENCE AND CHANGE MANAGEMENT

- The third imperative is moral and political. In a sector serving predominantly poor, Black, and working-class South Africans — where institutional failure is not an abstraction but a lived catastrophe measured in wasted years, unrecognised qualifications, and foreclosed economic futures — the stakes of a poorly designed intervention are profound.
- Change management conceived without prior intelligence risks repeating the pattern of well-resourced, externally designed interventions that improve audit outcomes without improving human ones. Dispassionate intelligence requires the change architect to sit with uncomfortable findings: that some colleges are too far gone for incremental reform, that some leadership appointments were never merit-based, that some partnerships are captured.
- Acting on that intelligence — even when politically costly — is what separates a genuine turnaround strategy from a performance of transformation. It is, ultimately, an ethical obligation to the students the sector was created to serve.