ABOUT SAQA

SAQA (The South African Qualifications Authority) is a statutory body established in terms of the South African Qualifications Act, Act 58 of 1995 (referred to as the SAQA Act of 1995), and continues under the National Qualifications Framework Act, Act 67 of 2008 (referred to as the NQF Act of 2008). In terms of the Public Finance Management Act, Act 19 of 1999 (referred to as the PFMA), SAQA is a Schedule 3A National Public Entity.

THE 2012/13 ANNUAL INTEGRATED REPORT

This is the second time that SAQA is producing an annual integrated report. This year, our focus in compiling the report was to ensure that we tell our story in plain language, so that it will be easier to read and understand than in the previous years.

ABOUT THIS REPORT ...

This Annual Integrated Report was prepared to comply with:

- Section 13 (2) of the National Qualifications Framework Act
- Section 55 of the Public Finance Management Act
- King III Report on Corporate Governance in South Africa

We have used the following icons to make reading the report an even better experience:

![Icons: smiley face, neutral face, sad face]

These icons will help to quickly spot where we are doing well and where we are not doing so well.
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SAQA’S GENERAL INFORMATION

REGISTERED NAME: South African Qualifications Authority (SAQA)

PHYSICAL ADDRESS: SAQA House
1067 Arcadia Street
Hatfield
Pretoria
0083

POSTAL ADDRESS: PostNet Suite 248
PrivateBag X06
Waterkloof
Pretoria
0145

TELEPHONE NUMBER: +27 12 431 5000

FAX NUMBER: +27 12 431 5039

EMAIL ADDRESS: saqainfo@saqa.org.za

WEBSITE ADDRESS: www.saqa.org.za

EXTERNAL AUDITORS: Auditor-General of South Africa

INTERNAL AUDITORS: Deloitte and Touche

BANKERS: Standard Bank
## LIST OF ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AACRAO</td>
<td>American Association of Collegiate Registrars and Admissions Officers</td>
</tr>
<tr>
<td>ABET</td>
<td>Adult Basic Education and Training</td>
</tr>
<tr>
<td>ACDE</td>
<td>The African Council for Distance Education</td>
</tr>
<tr>
<td>ACS</td>
<td>Advocacy, Communication and Support</td>
</tr>
<tr>
<td>ADEA</td>
<td>Association for the Development of Education in Africa</td>
</tr>
<tr>
<td>ASDSA</td>
<td>Association of Skills Development of South Africa</td>
</tr>
<tr>
<td>ASEAN</td>
<td>Association of South East Asian Nations</td>
</tr>
<tr>
<td>BRICS</td>
<td>The five-country grouping consisting of Brazil, Russia, India, China, and South Africa</td>
</tr>
<tr>
<td>CACH</td>
<td>Central Applications Clearing House</td>
</tr>
<tr>
<td>CARICOM</td>
<td>Caribbean Community</td>
</tr>
<tr>
<td>CAS</td>
<td>Career Advice Service</td>
</tr>
<tr>
<td>CAT</td>
<td>Credit Accumulation and Transfer</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CFO</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>CHE</td>
<td>Council on Higher Education</td>
</tr>
<tr>
<td>COMESA</td>
<td>Common Market for Eastern and Southern Africa</td>
</tr>
<tr>
<td>CPF</td>
<td>Communication Practitioners’ Forum</td>
</tr>
<tr>
<td>DBE</td>
<td>Department of Basic Education</td>
</tr>
<tr>
<td>DFQEAS</td>
<td>Directorate: Foreign Qualifications Evaluation and Advisory Services</td>
</tr>
<tr>
<td>DHET</td>
<td>Department of Higher Education and Training</td>
</tr>
<tr>
<td>DPSA</td>
<td>Department of Public Service and Administration</td>
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<tr>
<td>DRR</td>
<td>Directorate: Registration and Recognition</td>
</tr>
<tr>
<td>ECE</td>
<td>Educational Credential Evaluators</td>
</tr>
<tr>
<td>ECOWAS</td>
<td>Economic Community of West African States</td>
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<tr>
<td>ETQA</td>
<td>Education and Training Quality Assurance</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>FET</td>
<td>Further Education and Training</td>
</tr>
<tr>
<td>GFETQSF</td>
<td>General and Further Education and Training Qualifications Sub-framework</td>
</tr>
<tr>
<td>HEDCOM</td>
<td>Heads of Education Departments Committee</td>
</tr>
<tr>
<td>HEI</td>
<td>Higher Education Institution</td>
</tr>
<tr>
<td>HEMIS</td>
<td>Higher Education Management Information System</td>
</tr>
<tr>
<td>HEQC</td>
<td>Higher Education Quality Committee</td>
</tr>
<tr>
<td>HEQCIS</td>
<td>Higher Education Quality Committee Information System</td>
</tr>
<tr>
<td>HEQSF</td>
<td>Higher Education Qualifications Sub-framework</td>
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<tr>
<td>HESA</td>
<td>Higher Education South Africa</td>
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<tr>
<td>HESC</td>
<td>Higher Education Strategy Centre</td>
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<tr>
<td>HET</td>
<td>Higher Education and Training</td>
</tr>
<tr>
<td>HPSCA</td>
<td>Health Professions Council of South Africa</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>I &amp; IT</td>
<td>Information and Information Technology</td>
</tr>
<tr>
<td>ICS</td>
<td>Integrated Communication Strategy</td>
</tr>
<tr>
<td>IEASA</td>
<td>International Education Association of South Africa</td>
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<tr>
<td>IIP</td>
<td>Investors in People</td>
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<tr>
<td>IT</td>
<td>Information Technology</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>ITEC</td>
<td>Intergovernmental Committee on Trade and Economic Co-operation</td>
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<tr>
<td>MANCOM</td>
<td>Management Committee</td>
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<tr>
<td>MIASA</td>
<td>Marine Association of South Africa</td>
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<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MTEF</td>
<td>Medium Term Expenditure Framework</td>
</tr>
<tr>
<td>NARIC</td>
<td>National Recognition Information Centre</td>
</tr>
<tr>
<td>NAMB</td>
<td>National Artisan Moderating Body</td>
</tr>
<tr>
<td>NCAP</td>
<td>National Careers Advice Portal</td>
</tr>
<tr>
<td>NLRD</td>
<td>National Learners’ Records Database</td>
</tr>
<tr>
<td>NOOSR</td>
<td>National Office of Overseas Skills Recognition</td>
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<tr>
<td>NSA</td>
<td>National Skills Authority</td>
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<tr>
<td>NQF</td>
<td>National Qualifications Framework</td>
</tr>
<tr>
<td>NSDS</td>
<td>National Skills Development Strategy</td>
</tr>
<tr>
<td>NUFFIC</td>
<td>Netherlands Universities foundation for International Co-operation</td>
</tr>
<tr>
<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
</tr>
<tr>
<td>OLA</td>
<td>Operation Level Agreement</td>
</tr>
<tr>
<td>OQSF</td>
<td>Occupational Qualifications Sub-framework</td>
</tr>
<tr>
<td>PALAMA</td>
<td>Public Administration Leadership and Management Academy</td>
</tr>
<tr>
<td>PDP</td>
<td>Performance Development Plan</td>
</tr>
<tr>
<td>PFMA</td>
<td>Public Finance Management Act</td>
</tr>
<tr>
<td>PHEI</td>
<td>Private Higher Education Institutions</td>
</tr>
<tr>
<td>ProPEL</td>
<td>Professional Practice, Education and Learning</td>
</tr>
<tr>
<td>QC</td>
<td>Quality Council</td>
</tr>
<tr>
<td>QCCTO</td>
<td>Quality Council for Trades and Occupations</td>
</tr>
<tr>
<td>RPL</td>
<td>Recognition of Prior Learning</td>
</tr>
<tr>
<td>RQF</td>
<td>Regional Qualifications Framework</td>
</tr>
<tr>
<td>SABPP</td>
<td>South African Board for People Practices</td>
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<tr>
<td>SACDA</td>
<td>The South African Career Development Association</td>
</tr>
<tr>
<td>SADC</td>
<td>Southern African Development Community</td>
</tr>
<tr>
<td>SAICA</td>
<td>South African Institute of Chartered Accountants</td>
</tr>
<tr>
<td>SAPS</td>
<td>South African Police Service</td>
</tr>
<tr>
<td>SASCE</td>
<td>The Southern African Society for Co-operative Education</td>
</tr>
<tr>
<td>SASCOC</td>
<td>South African Sports Confederation and Olympic Committee</td>
</tr>
<tr>
<td>SAQA</td>
<td>South African Qualifications Authority</td>
</tr>
<tr>
<td>SAQA Act</td>
<td>South African Qualifications Act 58 of 1995</td>
</tr>
<tr>
<td>SETA</td>
<td>Sector Education and Training Authority</td>
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<td>SITA</td>
<td>State Information Technology Agency</td>
</tr>
<tr>
<td>TCCA</td>
<td>Technical Committee on Certification and Accreditation</td>
</tr>
<tr>
<td>TVET</td>
<td>Technical Vocational Education and Training</td>
</tr>
<tr>
<td>UCT</td>
<td>University of Cape Town</td>
</tr>
<tr>
<td>UFS</td>
<td>University of the Free State</td>
</tr>
<tr>
<td>UKZN</td>
<td>University of KwaZulu-Natal</td>
</tr>
<tr>
<td>Umalusi</td>
<td>Council for Quality Assurance in General and Further Education</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organisation</td>
</tr>
<tr>
<td>UNISA</td>
<td>University of Southern Africa</td>
</tr>
<tr>
<td>UWC</td>
<td>University of the Western Cape</td>
</tr>
<tr>
<td>Wits</td>
<td>University of the Witwatersrand</td>
</tr>
</tbody>
</table>
STRATEGIC OVERVIEW

Vision
A world-class National Qualifications Framework (NQF) for South Africa

Mission
To oversee the further development and implementation of the NQF and advance its objectives which contribute to the full development of each lifelong learner and to the social and economic development of the nation at large.

Principles
SAQA, in advancing the NQF:
• Ensures effectiveness to the advantage of lifelong learners, especially those in poor and rural communities
• Embraces social justice, environmental sustainability and diversity

SAQA recognises the NQF as a framework for communication, collaboration and co-ordination across education, training, development and work that support:
• Career advice services
• Articulation
• Recognition of prior learning (RPL)
• Staff development

SAQA, as the oversight body of the NQF and the custodian of its values, will boldly serve lifelong learners through:
• Decisive leadership and co-ordination
• Growing and valuing its people
• Being visible through educating and advocating

Strategic Outcome-Oriented Goals
SAQA has set the following goals for the 2012/13 financial year:

<table>
<thead>
<tr>
<th>Goal Title</th>
<th>Goal Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>To provide leadership in the transition from the SAQA Act (1995) to the NQF Act (2008), and future operations with NQF partner organisations to ensure effectiveness in the system to the advantage of learners</td>
</tr>
<tr>
<td>Public Positioning</td>
<td>To publicly position SAQA as a value-adding organisation through the further development of the NQF as a transformative mechanism for society</td>
</tr>
<tr>
<td>Value our people</td>
<td>To enhance the capacity and value the contributions of staff towards ensuring organisational effectiveness</td>
</tr>
<tr>
<td>Enhance Research Capacity</td>
<td>To enhance research and development capacity and credibility, to direct and steer policy, legislative and conceptual debates on key NQF-related priorities and to impact on national and international practice</td>
</tr>
<tr>
<td>Address Systemic Barriers</td>
<td>To work towards a system of recognised, quality, articulated learning and career paths, which removes systemic barriers to access and progression, and enables easy navigation</td>
</tr>
</tbody>
</table>
OUR VISION
A world-class National Qualifications Framework for South Africa

Our Mission
To oversee the further development and implementation of the NQF and advance its objectives which contribute to the full development of each lifelong learner and to the social and economic development of the nation at large

Why SAQA exists?
- To ensure effectiveness in the system to the advantage of learners, especially those in poor and rural communities
- To embrace social justice
- Environmental sustainability
- Diversity

Why SAQA does it?
To boldly serve lifelong learners by:
- Being visible
- Driving co-ordination
- Valuing people

How SAQA does it?
Through our:
Strategic Imperatives:
- Leadership
- Public positioning
- Value our people
- Enhance research capacity
- Address systemic barriers to access
Focus Areas:
- Career Advice Services
- Articulation
- Recognition of Prior Learning
- Staff development

Our Aim...
To contribute to:
- Social and economic transformation
- Integration, high energy and corporate vibrancy
- Quality service
- Integrity
- Quality qualifications...
SAQA is a statutory body that was established in terms of the SAQA Act (1995), and continues to exist under the NQF Act (2008).


The Bill of Rights, in Section 29 of the Constitution of the Republic of South Africa, 1996, provides for education:

1. Everyone has the right:
   a. to a basic education, including adult basic education; and
   b. to further education, which the state, through reasonable measures, must make progressively available and accessible.

2. Everyone has the right to receive education in the official language or languages of their choice in public education institutions where that education is reasonably practicable. In order to ensure the effective access to, and implementation of, this right, the state must consider all reasonable education alternatives, including single medium institutions, taking into account:
   a. equity;
   b. practicability; and
   c. the need to redress the results of past racially discriminatory laws and practices.

3. Everyone has the right to establish and maintain, at their own expense, independent education institutions that:
   a. does not discriminate on the basis of race;
   b. are registered with the state; and
   c. maintain standards that are not inferior to standards at comparable public education institutions.

4. Subsection (3) does not preclude state subsidies for independent education institutions.

In keeping with these rights, the NQF Act (2008) provides for the NQF as follows:

5. (1) The objectives of the NQF are to:
   a. create a single integrated national framework for learning achievements;
   b. facilitate access to, and mobility and progression within, education, training and career paths;
   c. enhance the quality of education and training; and
   d. accelerate the redress of past unfair discrimination in education, training and employment opportunities.

(2) The objectives of the NQF are designed to contribute to the full personal development of each learner and the social and economic development of the nation at large.

(3) SAQA and the Quality Councils (QCs) must seek to achieve the objectives of the NQF by:
   a. developing, fostering and maintaining an integrated and transparent national framework for the recognition of learning achievements;
   b. ensuring that South African qualifications meet appropriate criteria, determined by the Minister of Higher Education and Training (Minister: hET) as contemplated in section 8, and are internationally comparable; and
   c. ensuring that South African qualifications are of an acceptable quality.

National Qualifications Framework Act, Act 67 of 2008:

The NQF Act (2008) positions SAQA as the oversight body of the NQF and the custodian of its values. As such, SAQA co-ordinates the work of the QCs and other NQF partners including Sector Education and Training Authorities (SETAs). This enables SAQA to engage with high-level strategic issues that enhance the coherent implementation of the NQF.
The functions of SAQA are set out in sections 5(3) and 13 of the NQF Act (2008), which became effective on 1 June 2009. In summary, SAQA:

- Must advise the Minister and decision-makers on NQF matters, oversee the implementation of the NQF, and liaise and consult with the QCs on matters relating to implementation of the NQF;
- Is mandated to develop policies and criteria for the registration of qualifications and part qualifications, assessment, RPL and credit accumulation and transfer (CAT), recognising a professional body and registering a professional designation, and the development and maintenance of the content of level descriptors;
- Is required to maintain a National Learners’ Records Database (NLRD) to ensure that South African qualifications are of an acceptable quality, and to provide an evaluation and advisory service with respect to foreign qualifications;
- Is responsible for conducting or commissioning research into NQF-related matters, to collaborate with international counterparts, and to initiate and drive a clear, co-ordinated communication and advocacy strategy to assist providers, learners and the public at large to understand the new NQF architecture and the implications of the changes;
- Must perform any function consistent with the NQF Act that the Minister may determine.


In terms of the PFMA, 1999, SAQA is a Schedule 3A National Public Entity. SAQA complies with the PFMA and applicable Treasury Regulations.

Policy Mandates:

The following policy documents are relevant to the work of SAQA:

- The New Growth Path: the Framework;
- Human Resource Development Strategy for South Africa (2010 – 2030);
- National Skills Development Strategy III and the Declaration signed at the Skills Summit;
- Presidential Outcomes 1 (Basic Education), 4 (Decent Employment through Inclusive Growth), and 5.1 (Higher Education and Training);
- Guidelines and strategies for the NQF and other directives received from the Minister: HET;
- Industrial Policy Action Plan (2010/11 – 2012/13);
- National Development Plan 2030.

To help meet policy objectives, SAQA will work with the Education and Training and other relevant sectors to:

- Address priority skills;
- Other priority areas;
- Develop skills in respect of the workplace and unemployed:
  - Credible planning; demand-led, improved employment outcomes; and ensure further education and training (FET) and higher education and training (HET) are responsive to demands;
  - Focus on rural areas, previously disadvantaged persons, the poor, women, youth, disabled persons, and persons with HIV and Aids.
- Advance FET Colleges:
  - Expand enrolment and be responsive to sector, local, regional and national needs;
  - Improve pass rate;
- Streamline immigration systems to promote the inflow of skills linked to skills transfer;
- Focus on quality basic education, to ensure a dramatic improvement of education outcomes for the poor;
- Focus on vocational training and occupation-directed programmes (NCV, N-courses) towards sustainable employment;
- Focus on improved planning through the availability of reliable data and management information systems;
- Improve the level of youth and adult language
and numeracy skills (and adult basic education programmes);
• Encourage and support co-operatives, small enterprises, NGO and community training initiatives;
• Improve public sector capacity for service delivery, to help build a developmental state.

Considering the Presidential Outcomes, and the Performance Agreement signed by the Minister: HET, SAQA will participate in initiatives by stakeholders in respect of:
• SETAs:
  - Agree on targets: apprenticeships and priority sectors’ skills needs;
  - Skills development of 10% of workforce annually;
  - Improved governance
• Improved technological and innovation capabilities (Research and Development):
  - Support industry – University partnerships;
  - Increase the number of students: Honours, Research masters, PhD graduates, and postdoctoral;
• Build career and vocational guidance;
• Undertake international comparability and trend analysis;

• Increase the number of young people entering learnerships;
• Improve access to education and training for people with disabilities, women, poor and the unemployed.

From the above and guidelines and directives received from the Minister: HET, SAQA and its NQF partners are responsible for:
• Facilitating mobility, by developing policies and criteria towards:
  - RPL;
  - CAT;
  - Assessment.
• Addressing Level 5 qualifications and articulation between colleges and universities.
• Establishing the three Sub-frameworks of the NQF
• Establishing the NQF System of Collaboration.
• Overseeing the implementation of the NQF, by completing the:
  - NQF standards setting apparatus;
  - NQF quality assurance apparatus;
  - NQF progression apparatus;
  - NQF information apparatus.
ORGANISATIONAL STRUCTURE

BOARD STRUCTURE

MANAGEMENT STRUCTURE
WHAT DRIVES US?

OUR GOAL:
To provide bold leadership in the NQF landscape

Our Achievements:
• Finalised three NQF policies
• Advised the Minister: HET on the determination of the sub-frameworks

OUR GOAL:
To publicly position SAQA’s value add in serving the learner

Our Achievements:
• Establishing an Integrated Communication Strategy (ICS) and Advocacy, Communication and Support Directorate
• Khetha radio programmes, roadshows, exhibitions, other events, publications

OUR GOAL:
To conduct research that feeds into policy development

Our Achievements:
• Findings from research fed into NQF policies that we developed and into comments and advice provided to stakeholders
• Research informed advice given to the Minister: HET

OUR GOAL:
To improve articulation, progression, navigation

Our Achievements:
• Assisted individuals and public service employers with the verification of qualifications
• Provided a quality, national career advice service
• Developed key policies to facilitate articulation

OUR GOAL:
To enhance capacity and value staff contributions

Our Achievements:
• Retained the International Investors in People (IIP) Standard
• Implemented a focused wellness programme
• Invested in learning opportunities for staff
In the 2012 Annual Integrated Report, I indicated that SAQA is working towards a system of recognised, quality, articulated learning and career paths, which removes systemic barriers to access and progression, and enables easy navigation. I also indicated that we will provide bold leadership in the implementation of recognition of prior learning, and will facilitate the provision of career advice, within a national framework of career advice services.

The NQF Act brought changes to the system by introducing three Sub-frameworks within the National Framework and the establishment of QCs to be responsible for these Sub-frameworks. SAQA is responsible to co-ordinate the Sub-frameworks. This new role necessitated the establishment of the NQF Forum and its CEO Committee as collaborative structures. Through these and other structures, SAQA, the Department of Higher Education and Training (DHET), the Department of Basic Education (DBE), and the QCs are working collectively to achieve a truly South African NQF that meets our needs and is world-class.

The Board has been able to steer the organisation in this new NQF environment, building on the solid foundation laid by its predecessors. One of the foundations on which we built was the Career Advice Service (CAS). The NQF and Career Advice helpline is a multi-channel, national, quality helpline that provides information and advice on qualifications and careers to the country’s citizens. This means everyone who seeks advice, be it a school leaver, someone planning to embark on a career change, or a person who has retired and wants to come back to the world of work, is given information, advice, and support in career and study planning. Our aim is to provide accurate and expert advice to sufficiently equip the people of South Africa to make informed decisions and to assume greater responsibility for their career paths. The linking of the NQF and Career
Advice Service connects learning opportunities, career opportunities, and the world of work.

We recognise the need for a NQF that is informed by ongoing, rigorous and evidence-based research, and we have therefore commissioned research to gain deeper insights into the career development environment. The 11th Chairperson’s Lecture, which I hosted in February 2013, provided the opportunity to publicise the results of this research, and it provided a platform for policy makers, practitioners and other stakeholders to engage with the work done to date in South Africa on career development policies and strategies. It is critical for role players to debate how we can work together to make better use of the collective resources available and to forge partnerships for the delivery of a career development service that is sustainable and meets the needs of the citizens of the country. The ‘Framework for Cooperation in the provision of Career Development (Information, Advice and Guidance) Services in South Africa’, developed by DHET, not only encourages this debate, but also forms the basis for a plan of action to provide career development services for lifelong learners of South Africa.

The board met twice with the Minister: HET during the year, and during these meetings the Minister indicated further priorities regarding the career advice service, RPL, articulation, and professional bodies, which he requires SAQA to address. The organization has already taken steps to address these priorities.

The Board is happy with the organisation’s performance during the year, especially as quite a few additional deliverables had to be achieved in tight time frames and within the existing budget.

Looking at the year ahead, SAQA will continue its journey towards a NQF that is a roadmap for learning and transformation in education, training and work and, thereby, truly serving the lifelong learner.

We thank the Minister for providing political direction, and the DHET for its support to the NQF and SAQA during the year under review. We value the contributions of the Inter-departmental NQF Steering Committee and each of the QCs and appreciate the focused collaboration and cooperation.

I take this opportunity to thank my colleagues on the Board of SAQA for their support and vigour in providing direction to the organisation. Also to Joe Samuels, the Chief Executive Officer (CEO); Dr Julie Reddy, the Deputy CEO who joined SAQA during the year; and the management and staff, my appreciation for your hard work and dedication in ensuring that SAQA indeed boldly serves the lifelong learner.

MR MJN NJEKE
CHAIRPERSON OF THE SAQA BOARD
SAQA boldly served life-long learners during the financial year through focusing on four key areas: career advice, articulation, recognition of prior learning, and staff development – a mandate that the Board gave to the new leadership of the organisation.

**Career Advice Services:**

We are proud that through our Career Advice Services project - a flagship project of the Minister: HET – we were in contact with 2.436 million lifelong learners. These are broken down as follows: 22 998 callers to the telephone helpline, and 7 779 people through e-mail. 506 persons visited our offices and another 139 716 were reached through exhibitions. We also reached about 1.9 million listeners per week through our Khetha radio campaign and 156 769 people through our website and a further 160 824 through the mobi-site, which was developed for smart phones and was launched in July 2012.

**Articulation:**

In the year under review, we laid the basis for building a better articulated education and training system through policy development. We finalised the Policy and Criteria for Registration of Qualifications and Part qualifications and the National Policy for the implementation of RPL, which together with the Level Descriptors and the Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation, are providing the policy-base required to facilitate articulation. The policy-base will be complete when we have finalised the policies on Assessment and Credit Accumulation and Transfer during the 2013/14 year. We were further able to develop, as advice to the Minister: HET, a draft Policy on the principles that should direct the articulation pathways in the NQF.

To facilitate the articulation process, we have also convened a Think Tank Workshop with experienced experts and hosted a Research Conference with articulation as the theme.
RPL:

We are seldom afforded a second chance in life, however we have been given a unique opportunity of learning from our experiences and implementing a second wave of recognition of prior learning. Instrumental in driving the second wave of recognition of prior learning implementation, was the appointment of Minister Nzimande as Minister: HET, and his commitment to opening access in the post-school education and training system. SAQA has, in the year, taken great strides to facilitate RPL. We have assisted the Ministerial RPL Task Team, and have commissioned research in support of its work. A collection of papers, drawing together a number of recent contributions focusing on RPL in South Africa, was published in a SAQA Bulletin entitled “Recognition of Prior Learning in South Africa: Taking RPL to scale”. We have, during the year, finalised the “National Policy for the implementation of Recognition of Prior Learning”.

We also played a significant role in co-ordinating and advising on the implementation of recognition of prior learning initiatives. This meant addressing the problems that people encounter in the workplace and learning institutions related to access and their prior learning. We are supporting 14 organisational RPL cases and projects which means that, in the 18 years since the creation thereof, recognition of prior learning has become a reality for over 500 000 people who have either gone through or are currently engaged in a process of recognition of prior learning.

Staff Development:

We are pleased that the efforts to develop our staff have been externally recognised as bearing fruit, by us again achieving the prestigious Investors In People (IIP) standard. Our programme was specifically focused on leadership development and on ensuring that staff have the necessary skills to perform their duties. Key developments were:

• Weekly Product Awareness Training sessions for staff to deepen their knowledge and understanding of the different aspects relating to the NQF, e.g. NQF level descriptors, articulation, and the determination of the three Sub-frameworks that comprise the NQF.
• Offering the NQF and Life-Long Learning: Leaders for Learning course, which is a joint effort between SAQA and UWC. Six SAQA staff members successfully completed the course at the end of 2012, and eight are enrolled for 2013.
• Implementing a Management Development Programme that included two seminar interactions, face-to-face, one-on-one advice by a facilitator and a survey tool.

It is also important to note and celebrate that SAQA as a model statutory body, has again achieved an unqualified audit for the 16th consecutive year.

Conclusion:

In the 2013/14 year, our strategic focus will continue to be on articulation, delivering the career helpline service, co-ordinating the implementation of recognition of prior learning across the spectrum and ensuring that the SAQA team is capacitated to deliver on these imperatives. To this end, we will ensure that we:

• Provide bold and competent leadership in the implementation of the NQF Act to the advantage of lifelong learners. This will include our efforts to oversee the implementation of a credible system of recognised, quality, articulated learning and career paths, with no barriers to access and progression;
• Enhance capacity and encourage and value the contributions of staff towards organisational effectiveness and excellence in service delivery; and
• Publicly position SAQA as a value-adding organisation and continue with awareness and advocacy initiatives to ensure stakeholders understand the role of SAQA and the NQF in the establishment of recognised learning and career pathways.

A major issue that we will need to address is securing sustainable additional funding for SAQA to maintain its
functions and to deliver on its priorities. We have already, during the year, prioritised our work and implemented measures to reduce our costs, and we are considering various options to secure additional funding.

As we move along this critical pathway, the direction provided by the Minister: HET and the co-operation of DHET are invaluable; we sincerely appreciate this assistance.

I sincerely thank the Board for their leadership and guidance. My appreciation also goes to Dr Julie Reddy, who joined SAQA as Deputy CEO during the year. She is already making a valuable impact on SAQA’s operations. To the management and staff, my gratitude for your committed efforts that enabled us to implement our strategic imperatives and to address the priorities of the Minister.

MR JOE SAMUELS

CHIEF EXECUTIVE OFFICER: SAQA
PART B

PERFORMANCE INFORMATION
Statement of Responsibility for Performance Information for the year ended 31 March 2013:

The CEO is responsible for the preparation of SAQA’s performance information and for the judgments made in this information.

The CEO is responsible for establishing and implementing an internal control system designed to provide reasonable assurance of the integrity and reliability of performance information.

In my opinion, the performance information fairly reflects the actual achievements against planned objectives, indicators and targets as per the strategic and annual performance plan of SAQA for the financial year ended 31 March 2013.

SAQA’s performance information for the year ended 31 March 2013 has been examined by the external auditors and their report is presented on pages 103 to 104.

The performance information as set out on pages 23 to 80 was approved by the SAQA Board.

MR JOE SAMUELS
CHIEF EXECUTIVE OFFICER
9 | OVERVIEW OF SAQA’S PERFORMANCE

9.1 Service Delivery Environment and Strategic Outcome-Oriented Goals

SAQA is charged with overseeing the further development and implementation of the NQF, a key national policy for the transformation and integration of the education and training system in South Africa. As part of an overall strategy to foster a culture of lifelong learning, SAQA focuses on upholding the objectives of the NQF, including access, mobility and progression. SAQA aims to enable all individuals – especially those in poor and rural communities – to value, have access to, and succeed in quality, lifelong education and training as envisioned by the NQF.

In advancing the NQF objectives, SAQA embraces diversity, environmental sustainability and social justice. SAQA bases its strategic imperatives on its understanding of the NQF as a framework for communication, co-ordination and collaboration across education, training, development and work.

There are five goals that SAQA aimed to address during the reporting period, and these are discussed on the following pages:
1. LEADERSHIP

Our Goal

To provide bold leadership in the transition to the NQF Act (including development of policy in the NQF landscape) and in future operations, so that all NQF partner organisations can ensure effectiveness in the system to the advantage of lifelong learners.

Our Objectives for 2012/13

1.1 Implement all the requirements of the NQF Act (e.g. completing the NQF policies)

We finalised the following policies and criteria for the NQF landscape:

- **Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation for the Purposes of the National Qualifications Framework Act, Act 67 of 2008.** We have already started to implement this policy and criteria, and the Board recognised 48 professional bodies and registered their professional designations;
  The Minister: HET launched this policy at a gala event on 29 January 2013, and awarded certificates to recognised professional bodies;

- **Policy and Criteria for the Registration of Qualifications and Part Qualifications on the National Qualifications Framework**, which was approved in March 2013. This policy and criteria will be implemented in the new financial year;

- **Policy and Criteria for the Recognition of Prior Learning** was approved in March 2013. This policy and criteria will be implemented in the new financial year;

- We provided support to the Ministerial RPL Task Team, and commissioned research to assist in its work. The research was published in a SAQA Bulletin entitled: “Recognition of Prior Learning in South Africa: taking RPL to scale”;

- We provided support to organisational RPL cases, towards building and implementing sectoral RPL policies.

1.2 Monitor implementation of the NQF through the appropriate mechanisms

As custodian of the NQF, SAQA is responsible to oversee the further development and implementation of the NQF. We established a tool that the CEO Committee uses to monitor the progress of NQF entities in implementing and further developing the NQF.

The Minister: HET, on 29 January 2013, launched the Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation for the Purposes of the NQF Act, and handed certificates of recognition to 40 of the professional bodies that have been recognised by the SAQA Board.
1.3 Provide leadership, influence and give input towards the formulation of government policy

Our most notable achievement in influencing and giving input towards the formulation of government policy was the Advice to the Minister of Higher Education and Training on the determination of the Sub-frameworks of the NQF.

In accordance with the NQF Act, the Minister: HET requested SAQA’s advice on the determination of the Sub-frameworks of the NQF. He provided us with the public comments on the draft Sub-frameworks. Prior to submitting our advice to the Minister: HET, we conducted a workshop on the draft Sub-frameworks and public comments, with the three QCs and delegates from the Inter-departmental NQF Steering Committee. The outcomes of the workshop were carefully considered before our advice to the Minister was finalised. The Board-approved Advice Document was submitted to the Minister: HET on 21 September 2012.

The Minister: HET published the determined Sub-frameworks in the Government Gazette of 14 December 2012.

We also took the lead in the publication of communiqués aimed at explaining policy matters to the public. We issued Joint Communiqué 1 of 2012, in which SAQA, the three QCs and the DHET dealt with “Guidelines for the Registration and Accreditation of Private Providers Offering Qualifications and Part qualifications in the Trade and Occupation Sector”.

We also issued a second communiqué that advised the public on “The registration of the N-Qualifications and Part Qualifications on the NQF”.

We further provided advice and input on various draft legislation, regulations and policies that affect the NQF landscape.

Delegates from SAQA also serve on various advisory committees, including the Ministerial Committee on the N-courses; the Ministerial RPL Task Team; committees regarding irregularities and standardisation of the NSC; Information Management Committees of both the DHET and the DBE; and the Labour Market Intelligence Partnership.

1.4 Enhance relationships with partner organisations

The most important platform for interacting with decision makers was the CEO Committee. This committee convened for four formal meetings during the financial year, and also held two workshops, one on SAQA’s advice on the determination of the Sub-frameworks, and one to improve understanding of the NQF Act and the roles and responsibilities of each of the organisations in the NQF family.

The committee dealt with matters such as a review of the NQF Implementation Framework, 2011 – 2015; the System of Collaboration; progress with implementation of the priorities for the NQF (which includes the work emanating from the Minister’s Guidelines and Priorities for the NQF 2012/13; and the determination of the Sub-frameworks); developing a standards vocabulary to ensure consistent use of terminology across the landscape; as well as various matters to address systemic barriers and to facilitate articulation across and within the Sub-frameworks.

SAQA management also met with officials of the DHET on various occasions on a variety of matters – mostly to manage the joint projects in the Career Advice arena. Meetings also took place with the QCs on various matters of mutual interest, and notably on matters relating to NQF policy.

The Minister met twice with the SAQA Board. These meetings provided the opportunity for the Minister to highlight priorities for SAQA for the SAQA Board to brief the Minister: HET on progress in achieving its priorities.

Based on discussions with the Minister: HET, and in accordance with the actions required in the Minister’s Guidelines and Priorities for the NQF, SAQA has:

- Developed a draft policy on the Principles that should direct the articulation pathways in the NQF; and
- Commenced investigations into:
  - The need for a qualification at NQF Level 5 on the General and Further Education Qualifications Sub-framework;
  - Occupational / workplace-based qualifications beyond NQF Level 6;
  - The relationship between professional designations and the Sub-frameworks; and
  - Comparative admission practices among professional bodies.

48 Professional bodies were recognised
193 Professional designations were registered
The Good ...

SAQA...

• Finalised three policies for the NQF landscape, towards full implementation of the NQF Act
• Established a mechanism to monitor progress of implementation of the priorities for the NQF
• Advised the Minister: HET on the determination of the Sub-frameworks that comprise the NQF
• Met twice with the Minister: HET. These meetings provided the opportunity for the Minister to highlight priorities for SAQA and for the SAQA Board to brief the Minister on progress in achieving priorities
• Used the NQF Forum and CEO Committee meetings as platforms to discuss matters of interest and collaboration for SAQA and the QCs

Our Objectives for 2013/14

Provide bold and competent leadership in the implementation of the NQF Act to the advantage of lifelong learners

1. Implement all the requirements of the NQF Act:
   • Assess SAQA's functions and operations;
   • Apply SAQA's proven processes to co-ordinate the NQF processes from conceptualisation to implementation.
   Monitor and report on implementation of the NQF Act through appropriate mechanisms.

2. Provide leadership in the regulatory and policy debates, and influence and contribute to the formulation of government policy.

3. Secure sustainable funding.

4. Assist and support the QCs to further the objectives of the NQF.

5. Oversee the implementation of a credible system of recognised, quality, articulated learning and career paths:
   • Work with NQF partners in addressing articulation within the NQF system;
   • Facilitate the recognition of learners' learning;
   • Ensure the credibility, integrity and reliability of information regarding learner achievements;
   • Further develop the sustainable, credible and quality national Career Advice Service.

6. Ensure research credibility to direct and steer policy, as well as legislative debates.

The not so Good

• Work on the assessment of CAT policies were delayed, and were prioritised for the 2013/14 financial year

10 ORGANISATIONAL RPL CASES SUPPORTED BY SAQA:

SAPS; Department of Public Service and Administration (DPSA); Marine Industry Associations of Southern Africa (MIASA); Medical Lab Technologists; Community Development Practitioners; Game Rangers Association; Health Professions Council of South Africa; State Information Technology Agency (SITA); South African Sports Confederation and Olympic Committee; and Haircare Industry.
2. PUBLIC POSITION

Our Goal

To publicly position SAQA as a value-adding organisation through the further development of the NQF as a roadmap for learning and as a transformative mechanism for society.

Our Objectives for 2012/13

2.1 Implement a relevant ICS to facilitate integrated communication and advocacy (internal and external, including at school level) of key messages relating to SAQA, encompassing all SAQA services and deliverables, the NQF Advocacy Initiative and the CAS Project

• The SAQA Board approved the ICS on 27 June 2012 which will be implemented from the 2013/14 financial year. The strategy focuses on ensuring awareness, understanding and valuing of SAQA and the NQF among three key audiences: policy makers; policy implementers; and policy beneficiaries.

• In preparation for the implementation of the ICS, we have finalised an implementation plan for its rollout.

• The directorate that is responsible for the implementation of the ICS underwent a re-alignment process to ensure that it is positioned for the 2013/14 rollout.

2.2 Ensure that SAQA’s key communication interventions, such as a public road show with selected audiences, are appropriate and relevant to establish the NQF as a roadmap for and the language of learning for every lifelong learner

• Our communication interventions were aimed at:
  - Learners and the public
  - Our partners
  - Stakeholders in the Education, Training and Development Sector

• To this end, we used the following platforms:
  - Printed advertisements
  - Publications such as SAQA Bulletins and SAQA Updates
  - Khetha radio programmes
  - Promo spots and interviews on television
  - Digital avenues such as the SAQA website, NQF website, CAS website, Facebook and MXit. We developed a social media policy that will guide our future work through social and digital media
  - Exhibitions
  - Meetings and workshops with our partners, e.g. the Communication Practitioners Forum and Masithethe NQF Ambassador Workshops

• Conferences and events such as the NQF Research Conference, which had the theme “Building Articulation and Integration” and the gala event during which the Minister: HET launched the Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation on the NQF and awarded certificates of recognition to the 40 professional bodies that the SAQA Board recognised at the time
  - Roadshows on the use of NQF Level Descriptors
  - Promotional material that was distributed at exhibitions, conferences and workshops

• The messages that we shared related to:
  - SAQA and the NQF
  - The Apply Now! Campaign, which saw SAQA supporting the DHET and the Ministry: HET in urging learners to apply early for admission to higher education institutions (HEI)
  - The importance of using an accredited and / or registered provider and ensuring that the qualification of choice is registered on the NQF and accredited by the relevant QC
  - CAS and, in collaboration with the SETAs and QCIs, provided careers advice on careers in specific sectors

1917 new people subscribed to receive alerts from the SAQA website

The Khetha radio programmes reach 1.9 million listeners per week, of which 1.6 million are categorised as LSM 1-6
2.3 Strive to ensure that policy makers, stakeholders and leaders of NQF partner organisations, leaders of providers and leaders of professional bodies recognise and value the role of SAQA and the NQF in the establishment of recognised learning and career path systems

- We conducted three perception studies to gauge the awareness, understanding and value of SAQA and the NQF among our target audiences (policy makers, policy implementers and policy beneficiaries)
- We also conducted studies to measure the effectiveness of the Lusikisiki and Pudimoe Mandela Day Career Festivals. These studies also assisted us to gauge awareness, understanding and value of SAQA and the NQF in these communities, after these events

The Good ...

- The Board approved the ICS, and an implementation plan for 2013/14 to roll out the strategy was developed
- We commissioned research to measure the level of awareness, understanding and appreciation of the NQF, amongst the target audiences
- The SAQA-SABC Khetha radio campaign informed listeners about various matters related to the NQF, CAS, post-school options, etc.
- We developed a social media policy, which will direct how we use the social media to interact with our clients
- We held a number of road shows to create awareness about level descriptors and the policy and criteria for the recognition of professional bodies and other public events through presentations on SAQA, the NQF, CAS, etc.
- We used the print media to published advertisements, advertorials, etc. to communicate our message. We further published several academic, policy and popular publications
- We re-affirmed our client service standards with staff, and began with a project to establish an integrated frontline, to improve and streamline our clients’ experience of our service

Our Objectives for 2013/14

Publicly position SAQA as a value-adding organisation through the further development of the NQF as a roadmap for learning and progression and as a transformative mechanism for society

1. Review and advance the ICS to capture key messages relating to SAQA and the NQF
2. Educate and advocate so that more policy makers, policy implementers and policy beneficiaries recognise and value the role of SAQA and the NQF in the establishment of recognised learning and career path systems.
3. VALUE OUR PEOPLE

Our Goal
To enhance the capacity and value the contributions of staff towards ensuring organisational effectiveness

Our Objectives for 2012/13

3.1 Prioritise the professional development of staff and refine the recognition and reward systems

- We provided staff with learning and development opportunities. This included:
  - A leadership development programme
  - Participation in the NQF and Lifelong Learning: Leaders for Learning course, which is offered in collaboration with the University of Western Cape (UWC)
  - Training for staff in the Netherlands on combating fraud
  - Study assistance to staff to achieve formal qualifications
  - Formal courses and informal learning opportunities through participation in seminars, conferences and internal discussions
- We ensured that all staff members received feedback on their performance and were recognised for their contributions
- We also reviewed and streamlined the Performance and Development Management System
- Job evaluations and job grading were conducted in directorates that underwent change in respect of their functions and structure
- We implemented an Employee Wellness Programme, which included:
  - A monthly clinic on-site
  - Other medical interventions such as breast cancer and medical screening, and financial wellbeing sessions etc.

24 staff members received study leave to write examinations

3.2 Ensure that SAQA’s mandate is understood internally and that actions are focused thereon

We conducted sessions to ensure that staff members understand SAQA’s mandate and plans on how to achieve the mandate. The sessions included:

- Weekly Product Awareness Training for staff. Among others the themes included: Level Descriptors; RPL; evaluation of foreign qualifications; and the verification of qualifications
- An internal launch of the Annual Performance Plan was held for staff during which the priorities for the year were explained, and a mid-term review of progress with regard to the implementation of the Annual Performance Plan was discussed
- Strategic conversations with staff to obtain their inputs for the next financial year

Staff contributions were recognised and 24 employees were broadbanded
Our Objectives for 2013/14

Enhance capacity and encourage and value the contributions of staff towards organisational effectiveness and excellence in service delivery

1. Prioritise the professional development of staff and refine the performance recognition and reward systems towards:
   - The identification and optimal utilisation of core competencies, talents and funds within the organisation
   - Flexibility, nimbleness and enhanced quality of service (starting at the source) to benefit lifelong learners and the public at large
   - Refining the structure of SAQA activities
2. Ensure that SAQA’s mandate is understood internally and aligned to the organisation’s strategy
3. Ensure that the organisational design is aligned to the mandate

The Good ...

- Retained the IIP Standard
- Implemented and maintained an employee wellness programme
- Ensured that all staff members received feedback on their performance and were recognised for their contributions
- Reviewed and streamlined the Performance and Development Management System
- Conducted sessions to ensure that staff members understand SAQA’s mandate and plans for achieving the mandate
- Undertook job profiling for some staff groupings

The not so Good

- We still need to improve on communicating with our staff, so that they are aware of developments within the organisation and in the landscape. This will also help us to achieve a higher IIP standard

Our Goal

To ensure research credibility to direct and steer policy, legislative and conceptual debates on key NQF-related priorities and to impact on national and international practice
Use findings of research and outcomes from collaborations (both nationally and internationally) to feed into policy development processes
Use, consolidate and further develop the intellectual project of the NQF

4. ENHANCE RESEARCH CAPACITY

- 17 staff members passed their formal examinations
- 2 candidates submitted their PhD theses
Research is regarded as a very important part of SAQA’s leadership role, and it was therefore incorporated as an activity of the Leadership Goal (Goal 1)

Our Objectives for 2013/14

4.1
Consolidate and further develop the intellectual project of the NQF

• In partnership with the QCs, developed and refined a plan for a study to assess the impact of the NQF. Met with each QC and started with three papers that will be ready by the third quarter of the 2013/14 financial year

• Organised two seminars (one on learning pathways, and the other on realising a lifelong learning institution). These seminars, together with the course NQF and Lifelong Learning: Leaders for Learning, which SAQA is presenting in partnership with the UWC, are contributing to building the intellectual project of the NQF, as well as knowledge capacity

4.2
Use findings of research and outcomes from collaborations (both nationally and internationally) to feed into policy development processes

We hosted the 2nd NQF Research Conference, with the theme: “Building Articulation and Integration”. Outcomes from the conference will inform the draft policy on the principles that should direct the articulation pathways in the NQF, which SAQA is developing for consideration by the Minister: HET. The outcomes of the NQF Research Conference will also inform the national CAT policy.

Findings from the research partnership projects informed our comment on the Green Paper for Post-school Education and Training and our advice to the Minister: HET on the determination of the NQF Sub-frameworks. We also conducted research that informed the work of the Ministerial RPL Task Team.

The learnings from our interaction with international experts in the field of implementing NQFs, RPL and CAS further enriched our inputs into NQF policy matters.

Our research seminars, to discuss findings from the research projects, were attended by staff of SAQA, the QCs and DHET, and were valuable opportunities to enhance the conceptual debates on issues such as RPL, lifelong learning, learning pathways and green skills.

We presented our work at seven local and international conferences and seminars.

We produced five peer-reviewed papers in the research partnerships and a further eight internally.

The Good ...

We...
• Hosted the 2nd NQF Research Conference: “Building Articulation and Integration”
• Hosted six seminars for staff from the DHET, DBE, SAQA, the QCs, and other NQF organisations
• Developed and started implementing a study plan to assess the impact of the NQF
• Used findings from the research partnership projects in our comment on and to influence NQF policy documents and discussions in the NQF arena. The learnings from our engagement with our international partners were also valuable in informing our position on policy matters
• Presented papers at various conferences and seminars and produced peer-reviewed papers
• Conducted research to assess the recognition of South African qualifications abroad
• Used findings from long-term research in the development of the RPL policy - which strengthened the policy

The not so Good

• We must accelerate work on the Impact Study to assess the impact of the NQF

Our Objectives for 2012/13

253 delegates attended the 2nd NQF Research Conference
5. ADDRESS SYSTEMIC BARRIERS

Our Goal
To work towards a system of recognised, quality, articulated learning and career paths, which remove systemic barriers to access and progression, and enable easy navigation.

Our Objectives for 2012/13

5.1 Work with NQF partners towards addressing articulation between universities, colleges and workplaces

- We have prepared a draft policy on the principles that should direct articulation pathways in the NQF. We are conducting further research and will submit the draft policy to the Minister at the end of the first quarter of the 2013/14 financial year
- We expanded articulation networks across the NQF by hosting the 2nd NQF Research Conference: “Building Articulation and Integration”
- Up until 30 September 2012, we assisted the QCTO with the quality assurance of the old style-occupational and trade qualifications. We also assisted with the audits of the Quality Assurance Bodies (SETAs) and prepared a handover report for the QCTO
- We registered NQF qualifications and part qualifications (unit standards) that comply with the criteria for registration
- We recognised professional bodies that comply with the criteria for recognition and registered their designations

5.2 Support the national and international mobility of lifelong learners and workers by facilitating the recognition of their learning

- We managed to increase the number of information partners and we made progress to fill some of the information gaps:
  - The pilot of the SAQA Higher Education Data Project (SAQA-HEDP) enables Public Higher Education Institutions (HEI) to upload data directly to the NLRD
  - The number of Private Higher Education Institutions (PHEI) that are uploading data has increased steadily
  - We have reached an agreement with the DBE and Umalusi regarding access to pre-1992 matric data
- We have verified 72 255 records of qualification achievement
- We have dealt with 32 289 applications for evaluation of foreign qualifications
- We did RPL development work with SAPS, DPSA, MIASA, NAMB, HPCS, the Game Rangers Association, Backyard Mechanics, Correctional Services, SASCOC, the haircare industry, Rand Water, SITA and the Department of Defence, Social Development and Agriculture

The Good ...

- Assisted DHET and the Ministry to establish the “Framework for Co-operation in the provision of Career Development (Information, Advice and Guidance) Services in South Africa”
- Assisted DHET with the Mandela Day Career Festival, the Apply Now! Campaign and the CACH
- Launched the first phase of the National Career Advice Portal
- Further improved the Career Advice Helpline service and focused our service on the poor and in the deep rural areas
- Increased RPL through leadership in RPL development cases. The majority of these cases involve RPL organisations and are sector-wide

182 New qualifications were registered
25 Education and Training Quality Assurance (ETQA) bodies were visited as part of the quality assurance monitoring on behalf of the QCTO, with a trends report and individual monitoring reports handed to the QCTO
• We need to make quicker progress with ensuring that articulation within and across the sub-frameworks becomes a reality

• Information gaps, especially for institutions that have closed down, still remain a big challenge for the NLRD and also impact on the Verifications Service

• We have not received the majority of the bulk requests for verification of qualifications of persons already employed in the public service. This has a big impact on funding to effectively deliver the service as a whole

• We need to ensure that our service to evaluate foreign qualifications is recognised as professional and credible

• We need to secure sustainable funding for the CAS Project

The not so Good

5.3

Ensure the establishment of a sustainable, credible and quality national career helpline

• We assisted DHET and the Ministry to establish the “Framework for Co-operation in the provision of Career Development (Information, Advice and Guidance) Services in South Africa”

• We also assisted DHET with the Mandela Day Career Festival, the Apply Now! Campaign and the CACH. Approximately 6000 learners attended the career exhibition during the Mandela Day Festival over 3 days

• We launched the first phase of the National Career Advice Portal. The portal now gives access to 500 career pathways via public institutions such as universities and FET colleges. The system also provides an interest questionnaire and a learning directory. An ePortfolio will be developed next

• We improved the Career Advice helpline by implementing a new Case Database System and appointing quality coaches to monitor and assist the career advisors to provide correct information and quality service. Our service is focused on the poor and those in the deep rural areas

Our Objectives for 2013/14

Addressing systemic barriers is regarded as a very important part of SAQA’s leadership role, and it was therefore incorporated as an activity of the Leadership Objectives

STATISTICS AND TRENDS ON QUALIFICATIONS AND VERIFICATION SERVICES

Trends Report and the Verification of qualifications:

• Learners: 13 131 024
  - Qualification enrolments and achievements of these learners: 12 895 3051
  - Unit standard enrolments and achievements (28 343 522) of these learners, submitted by the SETAs as quality assuring bodies, and higher education modules (49 458 464), submitted by the CHE: total 77 801 986 (many unit standards and courses per learner).

• Assessors: 120 618
  - A total of 11 835 assessors are currently registered to assess 1 019 qualifications
  - The registrations of the rest of the assessors have passed their end dates

• Provider Accreditations:
  - 10 143 providers are accredited to offer 11 764 qualifications (new qualifications and provider-based qualifications and learning programmes, mostly higher education linked to the Council on Higher Education - CHE)
  - 9 570 providers are accredited to offer 7 770 unit standards

• All PHEIs have commenced utilising the Higher Education Quality Committee Information System (HEQCoIS) and 92% of them have loaded all or most of their information

• There are now 161 201 PHEI learners in the system, with 171 821 qualification uptake results (36 960 achievements and 115 459 enrolments) between them (a further 19 402 are shown as de-enrolled)

• There are now 217 information partners for SAQA’s Verification Service

• The NLRD produced 5 564 transcripts of achievement for individuals, verified 44 622 records of achievement of existing employees, and verified 22 069 records of achievement of applicants to positions in various organisations, including the public service

• Verification of 10% of the qualifications of existing employees in the public service is complete

1 Less than the number of learners because not all learners have full qualifications.
The website attracted 156,769 visits, with 394,454 pages viewed and attracted 160,824 visits with 576,462 pages viewed since July 2012. The mobi-site attracted 129,834 visitors. There have been 30,990 more cellphone visitors than website visitors. This shows the demand for cellphone support is 20% higher than normal computer-based access.

The Apply Now! Campaign delivered booklets to the 6,000 public high schools.

CACH and CAS responded to 98,229 telephone queries (incoming and responses to SMS messages).

Facebook has 33,333 “Likes” and 1,108,613 “Friends of Fans”.

Telephone: 22,998 callers, Email: 7,779 cases, Walk-in: 560 persons, Fax: 3, SMS: 44,905, Post: 54.

All of these substantially exceed the targets (see table below).

### Statistics on Career Advice Services

- **Helpline Queries**
  - Tel, Email, Walk-in, Facebook, Post & SMS
  - Actual: 79,629 (Apr ’12–Mar ’13), Target: 24,000 (Apr ’12–Mar ’13)

- **Website**
  - Visits: 156,769 (Apr ’12–Mar ’13), Target: 75,000 (Apr ’12–Mar ’13)

- **Mobi-site (only launched in July 2012)**
  - Visits: 160,824 (Apr ’12–Mar ’13), Target: 75,000 (Apr ’12–Mar ’13)

- **Radio**
  - Weekly Listeners: 1,900,000 (Apr ’12–Mar ’13), Target: 1,900,000 (Apr ’12–Mar ’13)

- **Exhibitions**
  - Attending Learners: 139,716 (Apr ’12–Mar ’13), Target: 24,996 (Apr ’12–Mar ’13)

### Statistics on the Evaluation of Foreign Qualifications

Trends with regard to evaluation of foreign qualifications and information on the strategic project in the Directorate Foreign Qualifications: Evaluation and Advisory Services (DFQEAS):

- Dealt with 32,289 applications (an 18% increase compared to the 28,709 in 2011/12)
  - Feedback received from clients and stakeholders indicated the following:
    - The satisfaction rate among direct clients (applicants for evaluation) is 74.2%.
    - More than half of the stakeholders’ responses indicate high satisfaction with DFQEAS products and services. Another 19% of the stakeholders attributed these with a 60% satisfaction rate and the remaining 30% were not satisfied.

The distribution of the countries, from where the qualifications that were evaluated originated, appears in the graph below:

### Statistics on the NQF

- **8,112** higher education qualifications are currently registered on the NQF
- **11,476** unit standards are currently registered on the NQF
9.2 Organisational environment

In the Annual Performance Plan for 2012/13, SAQA indicated the challenges expected in respect of funding moving forward from 2013/14.

We were still able to fully render our functions during the current financial year as we had, in previous years, received approval to retain the surplus funds from prior financial years. We have now fully utilised these funds, due to the decrease in government grant funding (budget cuts) for the 2011/12 to 2013/14 financial years as well as the wage inflation settlements being in excess of National Treasury estimates. Consequently, the accumulated rollover funds have been depleted during the 2012/13 financial year.

While we are making every effort to reprioritise and curb costs, and to find alternative sources of funding, our service will be affected from the 2013/14 year onward.

9.3 Key policy developments and legislative changes

No revisions and alterations took place in respect of SAQA’s mandate, but an amendment of the NQF Act in respect of the submission date of the Annual Integrated Report to 31 August annually, has been published.

SAQA has taken note of the impact of the Green Paper for Post-school Education and Training on the landscape.

A major policy development is that the Minister: HET has determined the NQF as a framework consisting of three Sub-frameworks.
SAQA has four programmes, and the objectives are spread across the four programmes.

10.1 PROGRAMME 1: ADMINISTRATION AND SUPPORT

This programme covers the activities of the Executive Office and the following directorates: Finance and Administration, Human Resources, Information Technology, International Liaison, Advocacy, Communication and Support, Career Advice Services and Research.

10.1.1 The Executive Office is responsible for the overall co-ordination and performance of the organisation in response to the NQF mandate.

10.1.2 Career Advice Services Project is responsible for contributing to the establishment of a national career advice framework, national career advice systems, and a national career advice service in collaboration with DHET and partners in support of the Minister’s Delivery Agreement 5, the National Skills Development Strategy and the Human Resource Development Strategy.

10.1.3 International Liaison is responsible for liaising with international partners on matters concerning qualifications frameworks and sharing best practice with the NQF Family.

10.1.4 Finance and Administration is responsible for ensuring effective governance and the aligned development of financial and infrastructural resources to support the achievement of organisational objectives.

10.1.5 Human Resources is responsible for providing strategic and operational human resources support to embrace diversity, environmental sustainability, and social justice and contribute towards the delivery of SAQA’s mandate.

10.1.6 Information Technology is responsible for ensuring effective governance and the aligned development of IT infrastructural resources to support the achievement of organisational objectives and business processes.

10.1.7 Advocacy, Communication and Support is responsible for informing stakeholders and the public about the NQF, SAQA and related matters.

10.1.8 Research is responsible for conducting evidence-based research to evaluate the impact of the NQF and track the development and implementation of the NQF.
### THE EXECUTIVE OFFICE:

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<tr>
<td>1</td>
<td>Advise the Minister: HET, and inform policy-makers and make recommendations on all NQF matters</td>
<td>Number of key stakeholders and policy makers that SAQA is engaged with and is encouraging</td>
<td>Maintain at least three formal partnerships with key stakeholders</td>
<td>Achieved SAQA exceeded this target and maintained partnerships with the following key stakeholder groups: NSA, CHE and HESA, QCTO, SETAs, DBE, Umalusi, Professional bodies, QCTO, SETAs, Public Protector, SASCE, AN, Professional bodies, SACDA</td>
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</table>

- **NSA**
- **CHE and HESA**
- **QCTO**
- **SETAs**
- **DBE**
- **Umalusi**
- **Professional bodies**
- **SASCE**
- **ANC**
- **SACDA**

| Number of bodies on which SAQA is represented | Represent SAQA effectively on at least 3 key bodies | Achieved SAQA exceeded this target and was represented on several key bodies including the NSA, CHE, Umalusi, QCTO and the National Examination and Assessment Committee |

<p>| Number of areas that advice and recommendations are made | Provide advice to the Minister and DHET regarding matters of articulation, demarcation (e.g. N-courses), RPL, the Green Paper for Post-school Education and Training, and other legislation / policy matters | Achieved • SAQA advised the Minister and DHET on the following:  - The Green Paper for Post-school Education and Training;  - The determination of the sub-frameworks;  - The CEO served on the Ministerial National RPL Task Team, and SAQA commissioned research on behalf of the Task Team;  - Served on the Ministerial Task Team on the National Certificate Vocational (NCV) - NC(V);  - Facilitated the publication of Joint Communiqué 1: “Guidelines for the registration and accreditation of private providers offering qualifications and part qualifications in the trade and occupation sector”;  - The treatment of the N-qualifications and part qualifications and issued Communication 2 on the: “Registration of the N Qualification and Part Qualifications on the National Qualifications Framework”; and  - The DHET and DBE on 8 policies/ draft legislation. |</p>
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<tr>
<td>3</td>
<td>Engage proactively with, co-ordinate the work of, and provide support to the NQF partners towards systemic coherence, articulation and implementation, and towards dispute resolution amongst the QCs</td>
<td>Engagement with NQF partners and principal</td>
<td>Encourage and engage the NQF partners and principal to ensure critical and constructive debate of alternatives that will ensure that the benefits of the NQF are available to all learners in South Africa</td>
<td>Achieved</td>
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<td>• SAQA hosted / participated in the following events to encourage and engage the NQF partners and principal to ensure critical and constructive debates:</td>
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<td>- 4 Meetings of the CEO Committee and 1 meeting of the NQF Forum;</td>
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<td>- Meetings in respect of the CAS Steering Committee, the NQF Advocacy Steering Committee, the RPL Reference Group and Ministerial National RPL Task Team;</td>
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<td>- Workshops on the determination of the sub-frameworks and the NQF Act;</td>
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<td>- A 2nd NQF Research Conference and 6 research seminars</td>
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<td>- Road shows on the level descriptors;</td>
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<td>- Workshops on Data Load; and</td>
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<td>- The CEO, who serves on the Boards of the three QCs, attended and participated in various meetings of these bodies</td>
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<td></td>
<td>Co-ordinate the work of NQF partners</td>
<td>Develop and consult on the NQF System of Collaboration and the NQF Implementation Framework</td>
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<td>Achieved</td>
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<td>• In accordance with the System of Collaboration:</td>
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<td>- Convened meetings of the NQF Forum and CEO Committee; and</td>
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<td>- Handled relationships among the NQF entities</td>
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<td>• Hosted 4 meetings of the CEO Committee to monitor progress of the NQF Implementation Framework</td>
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<td>• Reported to the CEO Committee on the findings of a review of both the System of Collaboration and the NQF Implementation Framework</td>
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<td></td>
<td>Provide support to NQF partners and principal</td>
<td>Have at least 3 interactions with the DHET, aimed at supporting them in the delivery of their mandates</td>
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<td>Achieved</td>
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<td>• SAQA exceeded this target and held several interactions with the department, specifically around:</td>
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<td>- The CAS Project and its sub-projects (NCAP, Apply Now!, Mandela Day Career Festival and CACH);</td>
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<td>- Funding for SAQA; and</td>
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<td>- Implementation of the Fraud Combat Strategy</td>
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<td>14</td>
<td>Ensure effective governance and compliance with sustainability and statutory requirements and codes, as applicable to SAQA</td>
<td>Ensure the effective functioning of the Board by implementing systems of good practice</td>
<td>Review and improve systems to ensure the effective functioning of the Board, by ensuring the development of a Board plan and accompanying budget, ensuring reliable and effective logistical arrangements, compiling effective and accurate documentation (agendas, minutes and decision and action lists) and co-ordinating communication with Board and committee members as appropriate</td>
<td>Achieved • Approved Board plan and budget • Provided effective and accurate documentation (agendas, minutes and decision and action lists) to the Board and Board committees • Provided reliable, appropriate, and cost-effective logistical support (travel, accommodation &amp; catering)</td>
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</table>

| | | | Induct newly co-opted members into the work of the committees | Achieved • Inducted newly co-opted members into the work of the committees |
| | | | Facilitate an annual assessment of the Board, Board committees as well as individual directors | Achieved • Conducted an assessment of the board and board committees and implemented the following recommendations: - Inclusion of the CEO’s Report on strategic issues in the agendas of all committee meetings; - Committees contributed to the Board’s strategic planning for 2014/15; and - Reports from committees now serve at every meeting of the Board. |

| | | | Ensure that an annual review of the charters and terms of reference of the Board and Board committees is conducted | Achieved • All Board committees asked to review charters and terms of reference |

<p>| | | | Communicate and monitor implementation of Board decisions and actions | Achieved • Communicated and followed-up Board decisions to ensure completion of tasks |
| | Provide support to management. | | Compile text for the quarterly report and facilitate timeous submission to the DHET | Achieved • Compiled texts for the quarterly reports which together with the financial statements were submitted to the DHET on time |
| | | | Maintain the Policy Review Schedule and facilitate maintenance and review of SAQA policies | Achieved • Maintained the Policy Review Schedule and reviewed 19 human resources and financial policies during the reporting period |</p>
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<td>Prepare and submit quarterly Enterprise Risk Management progress reports to the relevant structures</td>
<td>Achieved</td>
<td>• Starting from the second quarter, the Management Risk Committee, on a quarterly basis, reviewed the Risk Register and Risk Management Plan, and submitted reports to the Audit and Risk Committee</td>
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### CAREER ADVICE SERVICES

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<tr>
<td>11</td>
<td>Provide leadership in the development of a CAS policy framework and a career advice service, as a navigational tool in the advancement of lifelong learning</td>
<td>Support the development of a CAS framework</td>
<td>Provide secretariat support for the development of the CAS policy framework</td>
<td>Achieved</td>
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<td></td>
<td>Support the principal and the Minister: HET in the development of a CAS policy framework</td>
<td>Support the principal and the Minister: HET in the development of a CAS policy framework</td>
<td>Achieved</td>
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<td>Establish a Career Advice Service as a navigational tool in the advancement of lifelong learning</td>
<td>Design and build databases [case database and telephone reporting system] and systems that work within CAS and other systems to gather and analyse information on their effectiveness</td>
<td>Achieved</td>
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<td>Enhance the Contact Management System and expand staff by 25%</td>
<td>Enhance the Contact Management System and expand staff by 25%</td>
<td>Achieved</td>
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<td>Build an initial network of career advisors that will advise the deep rural and poor communities</td>
<td>MOUs signed with 80% (40) of the FET colleges and the The National Youth Development Agency (NYdA) to formalise channels for the delivery of career development services in South Africa</td>
<td>Achieved</td>
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<td>Ensure 40% of FET colleges and NYDA sites have toolkits</td>
<td>Distributed CAS toolkits to 40% of FET colleges and NYDA sites</td>
<td>Achieved</td>
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</table>

- **Achieved**: The task was accomplished as planned.
- **Not Achieved**: The task was not accomplished as planned.

**Examples of Achieved Tasks:***
- Established a walk-in service in support of the CACH project.
- Distributed 600,000 booklets to secondary schools across the country in 2012/2013.
- Provided support to the Minister: HET and the DHET to develop the policy framework which was approved and published in October 2012.
- Established a new case database system and trained staff on its usage.

**Examples of Not Achieved Tasks:***
- Continued efforts made to review, refine and enhance the Contact Management System.
- MOUs signed with 80% (40) of the FET colleges and the The National Youth Development Agency (NYdA) to formalise channels for the delivery of career development services in South Africa.

**Examples of Not Achieved Tasks:***
- Staff capacity in CAS was expanded by more than 25% during the year, with a current staff complement of 50.

**Examples of Not Achieved Tasks:***
- Distributed CAS toolkits to 40% of FET colleges and NYDA sites.
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|    |        | Enhance the content of the website through enhanced web technologies | Achieved | • Continually reviewed and updated the website, which attracted 156769 visits, and 394454 page views in the reporting period  
• Launched a mobi-site in July 2012 which attracted 160824 visits, with 576462 pages viewed  
• Used Facebook to enhance communication (3333 “Likes” and 1108613 “Friends of Fans”)  
• Continued to respond to queries and post career advice information on other social platforms, such as Twitter |
|    |        | Design systems that work with data collected from a range of sources to provide systems to support career advice in South Africa (learning pathways, learning directories and portfolio builders) | Achieved | • Developed the NCAP which is now live on the Internet (questionnaire, pathways and learning directory) |
## INTERNATIONAL LIAISON

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| 8  | Collaborate with SAQA’s international counterparts regarding qualifications frameworks and keep NQF partners informed regarding international leading practice | Strengthen the NQF through representation on international bodies and collaborate with countries and regions requesting assistance | Ensure SAQA is represented on at least two international bodies | **Achieved**

- Target exceeded. SAQA was represented on the following international bodies:
  - SADC Technical Committee on Certification and Accreditation (TCCA), for the SADC RQF;
  - Tuning, through the intervention supported by the EU;
  - Commonwealth Secretariat, through work on professional teacher standards; and
  - New Zealand Qualifications Authority, for the referencing with China

- Although SAQA continued its involvement in the SADC RQF and representation at the SADC TCCA (including further development of the SADC Portal font-end website), no further progress has been made on the SADC RQF. A formal letter was submitted to the SADC Secretariat to raise concerns about the lack of progress

(The SADC Portal has been put on hold until further clarity is received by the SADC Secretariat)

| Ensure SAQA is represented on the SADC TCCA and make a meaningful contribution to the development of the SADC regional qualifications framework | Achieved

- Target exceeded. SAQA was involved in the following activities:
  - Ethiopian NQF;
  - Tanzanian NQF;
  - Support to the African Union, specifically in ECOWAS (West African regional bloc) and the Common Market for Eastern and Southern Africa (COMESA);
  - Development of professional teacher standards in the Commonwealth;
  - The Association of Southeast Asian Nations (ASEAN) RQF;
  - The Namibian Qualifications Authority; and
  - The Seychelles Qualifications Authority

| Ensure at least two papers are published in accredited journals | **Achieved**

- Target exceeded. Published 3 papers as follows: |
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<td>Inform the NQF partners and other interested parties about international practice</td>
<td>Refine the system of sharing leading practice and identify additional avenues through which to engage with the NQF partners and key stakeholders</td>
<td>Achieved • As a result of the refined system of sharing information, the following processes are underway: - Established reference groups for CAT and assessment; - Completed a draft booklet on terminology in the NQF landscape and submitted it for comments to the QCs and the Inter-departmental NQF Steering Committee; - Completed a review of NCV-related admission policies at public HEIs; - Prepared a policy note and action plan for articulation for the NQF research conference held in March 2013; - Made a presentation on articulation and RPL at the ETDP SETA annual conference; and - Involved in the tuning process and provided comment to UNESCO on the International Standard Classification of Education Fields of Education and Training consultative document</td>
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<td>Brief the NQF forum on the progress of the internal SAQA pilot re: international best practice; the ADEA conference outcomes and statements; the further developments of the SADC RQF; and the teacher standards project with the Asian and Caribbean countries; and Technical &amp; Vocational Education &amp; Training (TVET) teacher training initiatives internationally</td>
<td>Achieved • Briefed the CEO Committee (which is part of the NQF Forum) on: - International developments on the ADEA conference outcomes and statements; - the further developments of the SADC RQF; - the teacher standards project with the Asian and Caribbean countries; and - TVET teacher training initiatives internationally</td>
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<td>Pilot an international “summer school” to develop a strategy and roadmap to develop leaders for education with a specific focus on lifelong learning and NQFs</td>
<td>Achieved • The UWC-SAQA course on Lifelong Learning and NQFs (“summer school”) was implemented</td>
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|    |        | Identify and contribute to new and critical thinking related to qualifications frameworks | SAQA to co-operate with at least two agencies to do capacity building and share leading practice. Further develop the programme into a “Summer Institute” in collaboration with a local university | Achieved  
• Target exceeded. SAQA co-operated with the following international qualifications agencies:  
  - HESC in Ethiopia:  
  - TCU in Tanzania:  
  - The Seychelles QA; and  
  - The Namibian Qualifications Authority |
|    |        | SAQA to host two study visits | Achieved  
• Target exceeded. The following study visits were hosted:  
  - Ethiopia (June 2012; December 2012);  
  - Tanzania (July 2012);  
  - Seychelles (November 2012);  
  - China (January 2013); and  
  - Uganda (January 2013) |
|    |        | SAQA to host the attachment of an NQF specialist | Achieved  
• Ms Amarech Mekonnen and Mr Ephrem Bekele of the Ethiopian Higher Education Strategy Centre (HESC) visited SAQA for 3 weeks in June 2012, and Mr Assegedew Tesfaye for 1 week in December 2012 as attachments |
## FINANCE AND ADMINISTRATION

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| 15 | Develop and maintain human, financial, information management, ICT and infra-structural resources, to support the achievement of organisational objectives | Support strategic decision making through financial scenario planning, budgeting and maintaining effective and efficient financial management | Generate 3 budget scenarios for the strategic plan | Achieved  
• Developed 3 budget scenarios which were considered by the Finance and Audit & Risk committees and EXCO  
• As none of the three scenarios was balanced, a fourth scenario – comprising a balanced budget, was developed and approved by the Board  
• Revised funding allocation received from the DHET for 2012/13 and 2013/14 financial years  
• Submitted a revised Scenario 5 budget, for the 2013/14 financial year for approval, as well as a revised budget for 2012/13 |
|    | Receive an unqualified audit report                                    |                                                                                        | Achieved  
• Received an unqualified audit report for the 2011/12 financial year | |
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<td>Effectively monitor and control the procurement operations</td>
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<td>Ensure procurement policies and procedures are in place and monitored regularly, with a minimum of at least once in every 3-year cycle</td>
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<td>Achieved</td>
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- Submitted 2 letters to the Minister: HET to request additional funding for SAQA
- Held a formal meeting with DHET officials to discuss SAQA funding requirements
- Submitted bids and funding proposals to the DHET in respect of the future funding of the CAS Project, the Qualifications Verifications Project, and a project to digitise pre-1992 learner data records

Achieved
- Revised and approved the policy on Supply Chain Management
- Constant monitoring of the implementation of the policy was done daily via the procurement processes
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<th>PERFORMANCE INDICATORS</th>
<th>TARGETS</th>
<th>ACTUAL PERFORMANCE</th>
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<tbody>
<tr>
<td>15</td>
<td>Develop and maintain human, financial, information management, ICT and infra-structural resources, to support the achievement of organisational objectives</td>
<td>Provide organisational development and staffing support</td>
<td>Fill vacant positions with adequately qualified staff within 3 months of activation of vacancies on average, and monitor annually</td>
<td>Achieved • Measured annually, vacant positions were filled with adequately qualified staff within three months of activation of vacancies, on average</td>
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<td>Conduct job evaluations and job grading interventions when new jobs are created or the content changes</td>
<td>Achieved • Conducted job evaluations and job grading interventions for NLRD, Verifications, Advocacy, Communications and Support directorates, and DRR</td>
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<td>Establish a performance management system enhanced by appropriate learning and development interventions</td>
<td>Analyse the quarterly performance reviews submitted by managers after the second quarter and facilitate feedback interventions to optimise learning and share leading practice</td>
<td>Achieved • Finalised the broadbanding of 24 staff members and provided feedback to all staff on their performance during the mid-term review • Analysed the quarterly performance reviews submitted by managers and facilitated feedback interventions to optimise learning and share leading practice</td>
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<td>Identify SAQA core competencies and develop or acquire appropriate learning material to conduct internally facilitated training interventions, e.g. customer focus, service excellence, cross-directorate learning, etc</td>
<td>Analyse the details of the IIP report and provide line managers with guidelines that will ensure improvement in the areas identified and to further ensure that the IIP standards are maintained</td>
<td>Achieved • Identified SAQA core competencies and developed and acquired appropriate learning material to conduct internally facilitated training interventions, for example: - Product Awareness Training; - Leaders for Lifelong Learning; and - Leadership Development Programme</td>
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<td>Establish and maintain fair and affordable remunerations and benefit structures that are market related and will attract and retain suitable staff, who will contribute towards delivery of SAQA’s mandate</td>
<td>Analyse remuneration and benefits to ensure equality and consistency in application for all employees</td>
<td>Achieved • Analysed the details of the IIP report and provided line managers with guidelines that ensured improvement in the areas identified to ensure that SAQA retained the IIP standard • Analysed remunerations and benefits to ensure equality and consistency in application for all employees</td>
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<td>Begin a process with union representatives that culminates in a long-term, multi-year salary increase agreement, either in 2012/13 or the following year</td>
<td>Achieved</td>
<td>• Initiated a process with union representatives regarding a long-term, multi-year salary increase agreement effective either in 2012/13 or the following year</td>
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<td>Manage the staff salary negotiation process with the representative union to ensure effective settlements with little or no disruption to operations</td>
<td>Achieved</td>
<td>• Effectively managed the staff salary negotiation process with the representative union to ensure settlements with little or no disruption to operations</td>
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<td>Instil a caring organisational culture that ensures healthy relationships and labour peace</td>
<td>Achieved</td>
<td>• Counsellled and advised staff and management on the promotion of healthy employer-employee relations, building functional teams and encouraging staff motivation. Ensure that all staff grievances are dealt with as swiftly as possible and within the stipulated time frames</td>
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<td></td>
<td>Counsel and advise staff and management on the promotion of healthy employer-employee relations, building functional teams and encouraging staff motivation. Ensure that all staff grievances are dealt with as swiftly as possible and within the stipulated time frames</td>
<td>Achieved</td>
<td>• Counselled and advised staff and management on the promotion of healthy employer-employee relations, building functional teams and encouraging staff motivation. Ensure that all staff grievances were dealt with as swiftly as possible and within the stipulated time frames</td>
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<td>Co-ordinate employee wellness interventions as required. Implement the Wellness Policy</td>
<td>Achieved</td>
<td>• Co-ordinated and provided, as required, employee wellness interventions in accordance with the Wellness Policy. Interventions included a monthly clinic on site and financial wellness sessions, amongst others</td>
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<td>Co-ordinate the implementation of the Employment Equity Plan through monitoring and quarterly reports. Advise line managers on profile and EE requirements as and when positions are activated</td>
<td>Achieved</td>
<td>• Co-ordinated the implementation of the Employment Equity Plan through monitoring and quarterly reports. • Placed emphasis on recruitment of persons living with disabilities and advised managers accordingly when positions were activated</td>
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<td>Conduct analysis of age and length of service of SAQA employees</td>
<td>Achieved</td>
<td>• Provided an effective and efficient support and administration function. • Conducted a trend analysis and reported on at least 2 critical areas in human resources during the reporting period</td>
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<td>Regularly update HR policies as per the Policy Review Schedule and ensure they are 100% compliant with relevant legislation</td>
<td>Achieved</td>
<td>• Regularly updated HR policies as per the Policy Review Schedule to ensure 100% compliance with relevant legislation</td>
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<td>NO</td>
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<td></td>
<td>Provide continuous accurate and accessible information to line managers through human resource information system (HRIS). Monitor the utilisation of HRIS. Ensure relevant upgrades are implemented</td>
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<td>Achieved</td>
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<td></td>
<td>• Continuously provided accurate and accessible information to line managers through HRIS</td>
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<td>• Monitored the utilisation of the HRIS</td>
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### INFORMATION TECHNOLOGY

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<tr>
<td>15</td>
<td>Develop and maintain human, financial, information management, ICT (information and communication technology), and infra-structural resources, to support the achievement of organisational objectives</td>
<td>Deliver a robust, sustainable, secure and responsive technology environment that supports SAQA’s mission and objectives</td>
<td>Implement and maintain the IT Governance Framework</td>
<td>Achieved&lt;br&gt;• Tabled a revised IT Governance Framework for approval at the I&amp;IT Committee meeting in May and received final approval by the Board in June 2012&lt;br&gt;• Submitted an implementation plan to the Audit &amp;Risk Committee in the 2nd quarter&lt;br&gt;• In accordance with the governance framework, established an I&amp;IT Steering Committee in the 3rd Quarter. The framework was also reviewed by the Audit and Risk committee in the 3rd quarter&lt;br&gt;• Conducted an internal audit to assess progress with implementation of the IT Governance Framework, and submitted a report of the outcomes to the I &amp;IT and Audit &amp; Risk committees</td>
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<td>Review and update all IT policies once every three years, ensuring new laws, regulations and rules are not compromised, and create new policies</td>
<td>Achieved&lt;br&gt;• reviewed the policy on Information Security and the policy on Change Control which was then approved by the Board in July 2013</td>
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<td>Update and test Business Continuity Plan</td>
<td>Achieved&lt;br&gt;• Updated the SAQA Business Continuity Plan regularly throughout the reporting period</td>
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<td>Conduct 2 disaster recovery tests at the DR Site</td>
<td>Achieved&lt;br&gt;• Conducted 2 successful disaster recovery tests as follows:&lt;br&gt;- During the first test, conducted in the 3rd quarter, recovered the entire NLRD system; and&lt;br&gt;- During the second test, conducted in the 4th quarter, recovered all the servers and data required for the correct functioning of the financial system</td>
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<td>Servers must be up at least 95% of the time</td>
<td>Achieved&lt;br&gt;• Submitted monthly reports to EMM and the I&amp;IT Steering Committee showing that uptime of servers exceeded 95%</td>
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<td>Security systems and patch management in place to ensure the security and other systems provide a safe environment for IT systems</td>
<td>Achieved • Maintained the security systems and conducted monthly health checks • Maintained and monitored patch management bi-weekly</td>
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<td>Acquire, build and integrate modular systems that support the core business and integrate into existing technology</td>
<td>Provide applications that satisfy business needs</td>
<td>Achieved • Successfully completed and implemented in the 1st quarter a rework of the DFQEAS system which had commenced in the previous financial year • Changed the electronic briefing note system to accommodate changes to procurement limits and structural changes within SAQA • Acquired, customised and implemented a new IT helpdesk</td>
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<td>Build a service delivery capability to ensure that the IT infrastructure meets operation level agreements in terms of availability, capacity and service delivery</td>
<td>Review and manage all support contracts to ensure agreed service levels have been met, by means of monthly meetings and/or reports</td>
<td>Achieved • Reviewed renewable support contracts and managed delivery of services through monthly progress reports and/or monthly meetings with suppliers</td>
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## ADVOCACY, COMMUNICATION AND SUPPORT

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<td>2</td>
<td>Provide leadership as the oversight body and guardian of NQF values and co-ordinate an effective public NQF advocacy and communication strategy</td>
<td>Conduct market research and monitoring</td>
<td>Research partner to conduct field research and quantitative results to reveal the level of awareness, understanding and value of the NQF amongst the target audience, and to define the size and shape of our target market</td>
<td><strong>Achieved</strong>&lt;br&gt;• The research study on the Lusikisiki Mandela Day Career Festival assessed the overall effectiveness of the event as well as awareness and appreciation of SAQA’s role and its subsidiary brands. The findings of the study will be used to define the size and shape of the target market for future events&lt;br&gt;• Completed research on the Pudimoe Mandela Day Festival and used the findings to add to the understanding of audiences in the deep rural areas of the country&lt;br&gt;• Completed three SAQA/NQF perception studies targeting SAQA’s policy makers, policy implementers and policy beneficiaries. The findings of the studies informed the following:&lt;br&gt;  - The development of brochures focusing on verification and evaluation of foreign qualifications to raise public awareness and understanding of SAQA’s broader responsibilities, over and above the further development of the NQF;&lt;br&gt;  - The production of brochures, event planning and radio programmes as well as the 2013/14 Annual Performance Plan; and&lt;br&gt;  - The setting of baseline goals for reaching policy makers and implementers</td>
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<td>Ensure strategic planning and budgeting</td>
<td>Negotiate baseline goals and objectives with NQF partner organisations and formally establish, in terms of target market, selection and target market impact relating to the NQF brand awareness, understanding and appreciation</td>
<td><strong>Achieved</strong>&lt;br&gt;• Shared research findings and marketing communication plans (baseline goals and objectives) with partner organisations which informed the formulation of shared objectives&lt;br&gt;• Reached agreement with communication practitioners from partner organisations to collaborate on events, radio, digital media, publications and key messaging&lt;br&gt;• Used the quarterly NQF Communication Practitioners Forum (CPF) and NQF Advocacy Project Steering Committee to collaborate in terms of target market selection and impact relating to the NQF brand awareness, understanding and appreciation as well as to monitor progress</td>
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**Performance Indicators**

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| Place 12 print adverts in relevant publications that will reach the target audience | Achieved  
- Placed 16 advertisements in Education SA; LiVE Magazine; Post Matric 2012; on MXit and Facebook to promote, among others, the Apply Now! Campaign, SAQA’s role in Career Advice Services as well as the NQF |
| Further collaboration with SAQA and the CAS Project to continue in order to deliver NQF messages to the public through the SABC Khetha project | Achieved  
- Successful on-going collaboration between the CAS Project on the one hand and SABC and the DHET on the other, during the reporting period, to ensure an emphasis on the NQF and the importance of an NQF-accredited qualification through the Khetha SABC African language stations. Adding RSG to the radio programming ensured coverage to all 10 African language radio stations, thereby attracting an audience of over 1.9 million listeners weekly  
- Extended the collaboration to the SETAs and QCs through the NQF CPF to promote and ensure better co-ordination of CAS through radio in the education, training and development (ETD) sector  
- Convened regular meetings between SAQA, SABC and the DHET to explore ways to improve the radio programmes and assure the quality of the programmes  
- Convened a meeting between radio programme producers and SABC researchers to assess the effectiveness of the programmes and the action plan  
- The South African Audience Research Foundation’s Audience Ratings Survey showed that 1.9 million listeners tuned into the Khetha programmes weekly. The majority of these listeners (1.6 million) are categorised in the LSM 1 – 6, indicating that the programmes were reaching the target audience of people in the rural areas |
| Public relations to be used as a tool to partner with the media in order to communicate NQF. 12 pro-active releases to be expected in this financial year | Achieved  
- SAQA partnered with the media in the following ways:  
  - Aired 30 promotional spots in June 2012 focusing on the Apply Now! Campaign on the Matrix Uploaded and Morning Live TV programmes; |
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<td>- Issued three press releases covering the Mandela Day Career Festival; SAQA’s hosting of the Green Paper Colloquium on the Post-school Education and Training System; and the appointment of Dr Julie Reddy as Deputy CEO of SAQA;</td>
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<td>- Published 12 PR articles on SAQA covering topics such as SAQA is serious about sustainable development; Strengthening NQF working relations between SA and Ethiopia; and Guidelines on strategy and priorities for the National Qualifications Framework 2012/1;</td>
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<td>- Prepared and published 4 articles on the topic: ‘Beware of fake qualifications,’ based on interviews with the SAQA CEO in independent newspapers; an article about the SAQA CEO in Education SA; an interview article on Ms Ntsiki Gumbe in Leadership magazine; and an article in LIVE magazine;</td>
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<td>- Arranged and aired 2 interviews which featured the Deputy Minister of Higher Education and Training, Mr Mduduzi Manana, to promote Khetha on SABC 1’s Shift programme which reaches over 1 million people;</td>
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<td>- Placed 8 advertorials, of which 5 were in Education SA; 2 in Account and HR Voice; and 1 in the Financial Mail Essentials;</td>
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<td>- Prepared and published 2 SAQA Updates; and</td>
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<td>- Broadcast 364 promotional spots on eight community and one commercial radio station as part of the Apply Now! Campaign</td>
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<td><strong>Achieved</strong></td>
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<td>• Utilised digital media to design and develop a separate tab on the existing CAS Facebook page in the form of an advertisement to integrate with the MXit campaign. This led to learners engaging with the adverts and messaging at a higher than anticipated rate both on Facebook and on MXit. The 5 000+ response clicks recorded gave the campaign an above average of 0.05% click rate (the average rate on similar campaigns is 0.03%);</td>
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<td>• Developed a draft social media policy to ensure effective participation in social media forums</td>
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Public relations to be extended to digital media, especially to speak to our younger audiences
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|    |        | Conduct a number of effective engagements with SAQA’s target audience | Host eight exhibitions across the country | **Achieved**  
- Exhibited in 40 exhibitions across the country |
|    |        | Use various external communication methodologies and interventions to raise stakeholder and public awareness | The NQF website to continue to be updated frequently to maintain its relevance and importance to all segments of the target market | **Achieved**  
- Improved the NQF website with continuous updates  
- Placed the NQF video on the NQF website  
- Designed and implemented a user satisfaction survey on the NQF website to monitor responses and satisfaction with the site  
(Due to financial constraints, SAQA has decided to manage the website internally) |
|    |        | Provide effective internal communication | Stakeholders: The NQF CPF to host at least two events for communication practitioners in the NQF partner organisations and SETAs | **Achieved**  
- The NQF CPF hosted 4 events during the reporting period. The events focused on:  
  - Radio advertising presented by Mr Vangile Ngwenya;  
  - The Neuroscience of Leadership presented by Mr Ian Rheeder;  
  - The NQF landscape presented by Mr Jody Cedras; and  
  - A presentation providing updates on SAQA projects led by the sub-committees of the Forum |
|    |        | 2 seminars for HR practitioners and Life Orientation teachers to take place | Stakeholders such as the CHE, QCTO, Umalusi and the DHET to continue to be engaged in the Masithethe NQF Ambassador workshops to ensure that they continually advocate the NQF | **Achieved**  
- Organised and implemented 2 HR seminars in conjunction with the SA Board for People Practices (SABPP) and the Association of Skills Development of SA (ASDSA) to raise awareness about the new NQF Level Descriptors  
- Promoted SAQA and its products and services at the False Bay Life Orientation Teacher Workshop in November 2012 in Cape Town  
- Held 3 Masithethe NQF Ambassador workshops to ensure that new staff members, within the ETD sector, are not only aware of the NQF but also understand, value and effectively advocate the NQF |
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<td>Produce quality,</td>
<td>Work with an agency to produce relevant NQF collateral as a reminder about the NQF</td>
<td>Achieved</td>
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|    |        | appropriate and targeted publications | • Produced NQF bookmarks to clarify the NQF  
 |    |        |                         | • Distributed keepsake NQF golf shirts and pencil cases to promote the NQF |                |
| 13 | Support targeted education, training and development communities to become effective leaders in NQF leading practices, through providing client-focused information services in the implementation of the NQF | Effectively support the NQF-focused work of SAQA through the collection, management and dissemination of (a number of) high-quality information resources and services | Increase the Resource and Information Centre collection by identifying and acquiring new sources of information, including at least two NQF relevant topics that support the research agenda | Achieved  |
|    |        |                         | • Purchased/ ordered over 30 books  
 |    |        |                         | • Extended subscription to new databases from EBSCO  
 |    |        |                         | • Received over 35 issues of journals for the Resource and Information Centre |                |
|    |        |                         | Continue to add new and up-to-date information on the Community Gateway and other internal communication platforms on NQF-related matters and on current developments in education and training and changes in legislation and policy, that affect SAQA, the NQF and the QCs | Achieved  |
|    |        |                         | • Placed over 20 new articles on the Community Gateway  
 |    |        |                         | • Reviewed and circulated to staff news articles relevant to the education, training and development sector |                |
|    |        |                         | Continually support the NQF advocacy, career advice and research projects by identifying relevant information and placing them on the relevant websites | Achieved  |
|    |        |                         | • Updated the research directorate page on the directorates and divisions page of the website with the proceedings, abstracts and presentations related to the 2nd NQF Conference  
 |    |        |                         | • Posted the Ministerial Determination of the Sub-frameworks as well as the SAQA Bulletin: "Recognition of Prior Learning in South Africa: taking RPL to scale" on the SAQA website  
 |    |        |                         | • Assisted SAQA learners on the UWC lifelong learning programme |                |
|    |        |                         | Monitor and maintain the records management system to ensure that it is well organised, and compliant with requirements of archiving legislation | Not achieved  |
|    |        |                         | • Conducted meetings to further develop the records management system and agreed to the design of a file plan  
 |    |        |                         | • Solicited proposals from prospective service providers to assist in finalising SAQA’s file plan but forced to put project on hold due to funding constraints  
<p>|    |        |                         | • Raised awareness on the records management system through document audits |                |</p>
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<td>Grow the NQF website as a communication tool for the NQF Advocacy Campaign, the NQF Support Link, and other NQF-related matters</td>
<td>Update the NQF website with current information on the NQF Advocacy Campaign, the NQF Support Link, and other NQF-related matters at least 4 times per month</td>
<td><strong>Achieved</strong>&lt;br&gt;• Updated the NQF website regularly with current information</td>
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<td>Maintain and improve search functionality that allows members of the public to be able to search and find information on the NQF and skills, from other related and credible websites</td>
<td>Maintain the subscription to the SAQA website alert and ensure that the website is populated with information on the deliverables and projects of the organisation and ensure that it continues to be used as a communication tool, in line with the integrated communication strategy</td>
<td><strong>Achieved</strong>&lt;br&gt;• Populated the SAQA website with information on its deliverables and projects&lt;br&gt;• Effectively maintained the subscription to the SAQA website alert. 1 917 new subscriptions recorded during the reporting period</td>
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<td>Continually maintain and improve the SAQA website for effective external communication</td>
<td>Explore various means of making the content of the NQF Support Link accessible to targeted audiences</td>
<td><strong>Not achieved</strong>&lt;br&gt;• Following a poor uptake, a decision was taken to discontinue the NQF Support Link&lt;br&gt;• Instead, the content was simplified for use by the NQF and CAS Helpline</td>
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**RESEARCH**

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<th>PERFORMANCE INDICATORS</th>
<th>TARGETS</th>
<th>ACTUAL PERFORMANCE</th>
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| 7  | Conduct or commission research together with research partners, and publish reports on issues of importance for the development and implementation of the NQF, as well as periodic studies of the impact of the NQF   | Facilitate joint research projects with newly identified research partners as well as with the established research partnership network | Continuation of the cross-case study towards understanding successful RPL delivery models across different contexts (including one peer-reviewed paper; one seminar for staff from SAQA, the departments, the QCs, SETAs and other key NQF organisations; and generation of advice for the MHET) | Achieved  
- Over and above the achievement of the specified targets, 2 additional presentations were delivered by these partners, at the South African Research Association (SAERA) conference, and at the 2nd NQF Research Conference |
|    |                                                                        |                                                                                        | Commence further FET college lecturer-related research into FET college curricula and learners (proposal accepted) | Achieved  
- The focus of the further FET college lecturer research project was on using the findings from the completed project  
- The project produced 7 research papers |
|    |                                                                        |                                                                                        | Continue research into learning pathways for green skills in selected scarce skills areas (including two peer-reviewed papers, and one seminar for staff from SAQA, the departments, the QCs and other key NQF organisations) | Achieved  
- Research into learning pathways is on-going |
|    |                                                                        |                                                                                        | Commence part of the lifelong learning project which encompasses research into (1) the integration of academic and vocational knowledge in selected scarce skill areas and (2) facilitating integration of academic and vocational knowledge for innovation (including at least 1 peer-reviewed paper, and 1 seminar for staff from SAQA, the departments, the QCs and other key NQF organisations) | Achieved  
- Research into (a) the lifelong learning project, (b) the learning pathways project, and (c) the RPL project continued and are on track |
|    |                                                                        |                                                                                        | Commence collaborative work across the key NQF partner organisations towards the NQF Impact Study | Achieved  
- Collaborative work across the key NQF partner organisations towards the NQF Impact Study commenced and resulted in the following:  
  - SAQA and QC’s approved implementation plan for the study; |
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<td>Meetings with each QC on reporting on the NQF Impact Study; and</td>
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<td>Commencement of 3 draft papers which will be circulated in a consolidated report in the next reporting period</td>
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<td>Attend and participate in research conferences, and present at least two papers at research conferences</td>
<td>Attend and participate in research conferences, and present at least 2 papers at research conferences</td>
<td>Achieved</td>
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<td>- The International Critical Realism Conference at Rhodes University;</td>
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<td>- The Environmental Education Association Southern Africa Conference at Rhodes University;</td>
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<td>- Umalusi’s Standards in Education and Training Conference, and Umalusi’s annual AVET Conference;</td>
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<td>- The international PROPEL Conference on “Transgressive Knowledges” in Stirling in the UK;</td>
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<td>- SITA’s RPL conference;</td>
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<td>- The 1st SAERA Conference, and the 2nd NQF Research Conference; and</td>
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<td></td>
<td>- Participation in an additional 10 research and NQF-related events hosted by the Centre for Education Policy Development, Centre for Integrated Post-School Education and Training, Human Sciences Research Council, Department of Environmental Affairs, and organisations developing and implementing RPL policies</td>
</tr>
<tr>
<td></td>
<td>Publish papers in academic journals</td>
<td>Publish at least 2 papers in peer-reviewed academic journals</td>
<td>Achieved</td>
<td>Target exceeded.</td>
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<td>- The research partnerships produced 6 peer-reviewed journal articles (list of topics available on request)</td>
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<td></td>
<td>- Staff produced 6 peer-reviewed papers for journals or peer-reviewed books (list of topics available on request)</td>
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<td></td>
<td>- Published 2 books (Book of Abstracts for the 2nd NQF Research Conference and 3rd Ben Parker Memorial Lecture)</td>
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<td></td>
<td>Continue to update and develop the research page on the SAQA/ NQF website</td>
<td>Enhance interactivity regarding RPL on the research page of the SAQA/ NQF website; and keep research items up to date on a regular basis</td>
<td>Achieved</td>
<td>The website is interactive in respect of RPL and updated as new information becomes available</td>
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<td></td>
<td>NQF research, and 2nd NQF Research Conference information loaded</td>
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<td>Provide support for the development of (a) SAQA as a research organization; (b) SAQA as the NQF coordinating body; and (c) the development of RPL and CAT in the country</td>
<td>Consolidate and further develop the capacity of SAQA staff to carry out functions in a research informed manner and support SAQA as the NQF coordinating body</td>
<td>Engage with key staff from at least 1 other SAQA directorate to enhance SAQA processes and products</td>
<td><strong>Achieved</strong></td>
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<td></td>
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<td></td>
<td>• The Research Directorate collaborated with/ assisted staff from all other directorates with research, research reports, conference papers, and other written deliverables</td>
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<td></td>
<td>Host at least 1 research workshop for SAQA staff</td>
<td><strong>Achieved</strong></td>
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<td></td>
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<td></td>
<td>• Held 4 workshops on conceptualising articulation to accommodate all SAQA staff</td>
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<td>Provide at least 3 workshops for staff from the DHET, DBE, SAQA, the QCs, SETAs and other key NQF organisations</td>
<td><strong>Achieved</strong></td>
</tr>
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<td></td>
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<td></td>
<td>• Held 4 workshops on conceptualising articulation to accommodate all SAQA staff</td>
<td><strong>Exceeded target</strong></td>
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<td></td>
<td>Engage the QCs at least 3 times in the financial year for on-going work on the NQF agenda</td>
<td>• Hosted 4 meetings with the QCs regarding the reporting requirements for the NQF Impact Study</td>
</tr>
<tr>
<td>10</td>
<td>Advance lifelong learning through establishing policy and criteria on assessment, CAT, and RPL</td>
<td>Finalise national policy for RPL and CAT to facilitate implementation of RPL and CAT</td>
<td>Finalise national policy for RPL and CAT to facilitate implementation of RPL and CAT</td>
<td><strong>Achieved</strong></td>
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<tr>
<td></td>
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<td></td>
<td>• The Board approved the RPL Policy in March 2013</td>
<td><strong>Not Achieved</strong></td>
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<td>• The CAT Policy will be finalised and submitted for approval in the 2013/14 reporting cycle</td>
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</table>
10.2 PROGRAMME 2: REGISTRATION AND RECOGNITION

This programme is responsible for:

10.2.1 Advising the Minister: HET, informing policy-makers and making recommendations on all matters relating to the NQF in South Africa.

10.2.2 Co-ordinating the work of education and training partners to ensure systemic co-ordination, coherence, articulation and implementation in overseeing the further development of the NQF to the benefit of learners, in line with and responsive to national education and training imperatives.

10.2.3 Registering high quality, nationally relevant and internationally comparable qualifications and part qualifications that meet national criteria and articulate across the Sub-frameworks.

10.2.4 Recognising professional bodies and registering professional designations on the NQF.

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<tr>
<td>3</td>
<td>Engage proactively with, co-ordinate the work of, and provide support to the NQF partners towards systemic coherence, articulation and implementation, and towards dispute resolution amongst the QCs</td>
<td>Ensure adequate human resource capacity to facilitate smooth transition from the old to the new NQF landscape</td>
<td>Fill all established posts permanently with adequately qualified and competent staff members. Where necessary, appoint temporary staff to cope with unusually large influxes of applications for recognition and registration</td>
<td>Achieved&lt;br&gt;• Filled 4 assistant director posts during this reporting period to replace SAQA staff who joined the QCTO</td>
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<td></td>
<td>Provide support for the QCTO and the QCs regarding their quality assurance models</td>
<td>The QCTO quality assurance policy, criteria and model that has been discussed with interested stakeholders and approved by the QCTO is interrogated by DRR in collaboration with the Research Directorate and a report written on its effectiveness</td>
<td>Not achieved&lt;br&gt;• The QCTO developed a revised draft quality assurance policy that was published in March 2013.&lt;br&gt;• SAQA will become involved when the QCTO is ready</td>
</tr>
<tr>
<td>4</td>
<td>Register high quality, nationally relevant and internationally comparable qualifications and part qualifications that meet national criteria</td>
<td>Draft a policy framework and criteria for the development, registration and publication of qualifications and part qualifications</td>
<td>Implement the policy framework and criteria for the development, registration and publication of qualifications and part qualifications</td>
<td>Not achieved&lt;br&gt;• The Board approved the policy Framework and Criteria for the Registration of Qualifications and Part qualifications in March 2013. In the interim, interim criteria was applied to review qualifications submitted by the QCs for registration on the NQF</td>
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<td>NO</td>
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<td>PERFORMANCE INDICATORS</td>
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<td></td>
<td>All registered qualifications to be shown on the SAQA website within two weeks of the meeting at which they were registered</td>
<td><strong>Achieved</strong></td>
<td>• Registered qualifications are displayed on the website within two weeks of registration and letters are dispatched to the relevant QC, the DHET and the provider</td>
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<td></td>
<td>Ensure that high quality, nationally relevant and internationally comparable qualifications and part qualifications that articulate across the Sub-frameworks are registered on the NQF</td>
<td><strong>Achieved</strong></td>
<td>• Target exceeded - 182 qualifications were registered on the NQF</td>
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<td>160 new qualifications to be registered on the NQF</td>
<td><strong>Achieved</strong></td>
<td>• 20 part qualifications were registered on the NQF</td>
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<td>20 part qualifications to be registered on the NQF</td>
<td><strong>Achieved</strong></td>
<td>• Target exceeded - 859 qualifications were re-registered</td>
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<td>700 occupational qualifications to be re-registered on the NQF as requested by the QCTO</td>
<td><strong>Achieved</strong></td>
<td>• Target exceeded - 7130 qualifications were re-registered</td>
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<td>5 000 provider HE qualifications and learning programmes to be re-registered at the request of the CHE</td>
<td><strong>Achieved</strong></td>
<td>• Target exceeded - 7130 qualifications were re-registered</td>
</tr>
<tr>
<td>5</td>
<td>Develop and maintain level descriptors</td>
<td>Finalise agreement of level descriptors for a 10-level NQF with the DHET and the QCs</td>
<td>All qualifications (160) and part qualifications (20) to be developed using the level descriptors and evaluated for registration by DRR staff, the Q &amp; S Committee and the SAQA Board against the level descriptors</td>
<td><strong>Achieved</strong></td>
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<td>All part qualifications registered on the NQF (10) to be developed and evaluated against the level descriptors</td>
<td><strong>Achieved</strong></td>
<td>• Used level descriptors to review part qualifications for registration on the NQF and to determine and/or confirm the appropriate level of the part qualification to ensure adherence to the policy</td>
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<td>The system to implement the use of level descriptors across the three Sub-frameworks to be implemented in collaboration with the QCs</td>
<td><strong>Achieved</strong></td>
<td>• An example is when SAQA and the QCTO and SABPP collaborated to conduct road shows to inform human resources practitioners on the applicability and usage of the level descriptors</td>
</tr>
<tr>
<td>6</td>
<td>Recognise professional bodies and register professional designations on the NQF</td>
<td>Implement the policy framework and criteria for recognising professional bodies and registering Professional Designations</td>
<td>Recognise 75 professional bodies.</td>
<td><strong>Not achieved</strong></td>
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<td></td>
<td>Recognise professional bodies and register professional designations on the NQF</td>
<td>At least 1 professional designation is to be registered on the NQF for each of the recognised bodies</td>
<td><strong>Achieved</strong></td>
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</table>
## 10.3 PROGRAMME 3: NATIONAL LEARNERS’ RECORDS DATABASE (NLRD)

This programme is responsible for maintaining and further developing the NLRD as the key national source of information for human resource and skills development in policy, infrastructure and planning.

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<th>NO</th>
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<th>PERFORMANCE INDICATORS</th>
<th>TARGETS</th>
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</table>
| 9  | Maintain and further develop the NLRD as the key national source of information and advice for human resource and skills development in policy, infrastructure, planning and the verification of learner achievements | Position the NLRD to identify key clients in the public and private sector | Position the NLRD to assist the national Human Resource Development Strategy to develop and start populating its information system | **Achieved**  
- The NLRD Directorate represented SAQA at:  
  - The DHET’s Higher Education Information Standards Committee;  
  - The CHE’s Private Higher Education Institutions Information System Working Group (PHEI IS WG); and  
  - The DHET/HSRC Labour Market Intelligence Partnership (LMIP) meetings and workshops, including the inaugural meeting of the LMIP Advisory Committee  
- Provided information to the DHET for its forthcoming publication on education and human resources statistics |
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<td>- An analysis for the Education Policy Unit; and - A report for the QCTO on the uptake of all qualifications that are in the Occupational Qualifications Sub-framework</td>
<td>Represent SAQA on the DHET’s Higher Education Information Standards Committee</td>
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<td>- Hold 4 meetings of the SAQA-DPSA Steering Committee on Public Service Verifications - Compiled a detailed report on public service verifications for the 2012 calendar year for the DPSA which was forwarded to the Minister of PSA</td>
<td>Maintain the partnership with DPSA</td>
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<td>- The following partnerships have been investigated: - DPSA’s reconvened Integrated Financial Management System HR Qualifications and Course Catalogues Committee, which is due to start meeting in April 2013; - Stats SA concerning national statistics; and - The DBE and the DHET to determine how SAQA can become the custodian of the “legacy” teacher qualification records, on behalf of the DHET</td>
<td>Investigate further partnerships</td>
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<td>- Produced a trends report on registered qualifications and unit standards</td>
<td>After consultation with NLRD data suppliers concerning variances in their data, analyse the data loaded by SETAs and other ETQAs; and produce and finalise the trends publication</td>
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<td>- Together with the SAQA CEO, the NLRD Director attended a conference on “Digital Student Data Repositories and Student Data Portability” in the Netherlands - Hosted a member of a visiting delegation from Ethiopia for a week - Conducted presentations on the NLRD to visiting delegations from China, Uganda, Singapore and other countries</td>
<td>Assist at least 1 other country overseeing NQFs to understand its information needs, and – where mandated – to develop its own information system</td>
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<td>Populate the NLRD with all available data, ensure that it is of acceptable quality, and manage it appropriately</td>
<td>Give presentations and workshops to professional bodies on data loads</td>
<td>Achieved</td>
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<td>Ensure that Kha Ri Gude understands SAQA’s authority to gather its data, and that its data loads are done at least once a year</td>
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<td>Achieved</td>
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<td>Represent SAQA on the DBE Certification Committee</td>
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<td>Achieved</td>
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<td>Commence the project to obtain and load data of:</td>
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<td>Achieved</td>
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<td>• Public Higher Education</td>
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<td>Public Higher Education: Successfully piloted the SAQA-HEDP at Nelson Mandela Metropolitan University and thereafter rolled out to other institutions (continued in parallel, data loads from HEMIS)</td>
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<td>• Pre-1992 Matric</td>
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<td>Matric and FET: Umalusi hosted a meeting during July with SAQA, the DBE and the DHET where agreement was reached to fast-track the Umalusi and DBE datasets. In further meetings held it was agreed that loads would be done during 2013/14</td>
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<td>• Matric 1992 onwards</td>
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<td>• Formulated a plan to load DFQFAS data</td>
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<td>• FET</td>
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<td>• DFQFAS</td>
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<td>Maintain and further develop the HEQCIS for the CHE</td>
<td>All PHEIs to commence utilising the system and 80% of them to have loaded their information</td>
<td>Achieved Target exceeded  • All PHEIs have commenced utilising the system (except for the 1 accredited too recently to commence), and 92% have loaded all or most of their information  • There are now 161 201 PHEI learners in the system, with 171 821 qualification uptake results (36 960 achievements and 115 459 enrolments) between them (a further 19 402 are shown as de-enrolled)</td>
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<td>Provide appropriate system and application tools to exploit the research potential of the NLRD, including the development of key reports and services</td>
<td>Produce and disseminate at least 1 national report</td>
<td>Achieved  • Produced a first version of the trends report with only qualifications data in September 2012. It was then agreed that unit standard information would be incorporated into the revised and final version which was subsequently completed</td>
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<td>Provide a link to the searchable databases on an on-going basis</td>
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<td>Achieved  • The link was available at all times</td>
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<td>Develop the methodology to provide information to CAS</td>
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<td>Achieved  • The NLRD gave feedback on a proposed data-model which required further development in order to accommodate the volume and type of information it was required to house and disseminate  • The NLRD assisted the consortium for NCAP to go live at the end of March 2013, and developed the methodology to automate the data extracts for NCAP</td>
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<td>Ensure that NLRD services generate income for the NLRD</td>
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<td>Achieved  • The NLRD continued to generate income for SAQA through its various services, especially the XML software used by subscribers (via a URL); through commissioned analyses; and through verifications</td>
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<td>Provide a service for the verification of the achievement of qualifications at South African institutions</td>
<td>Develop and maintain the Qualifications Verifications Project’s methodology, standards and outputs</td>
<td>Achieved  • Further developed and maintained the methodology, standards and outputs of the Qualifications Verifications Project</td>
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<td>Produce at least 1 analysis of the verifications done</td>
<td>Achieved  • Continued to analyse verifications services on a monthly basis, as well as for the steering committee meetings</td>
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|    |        |                         | • At the request of the DPSA DG, produced a progress report on the verifications done for six government departments  
|    |        |                         | • Produced a report for the DPSA on verifications done in the 2012 calendar year for the DPSA | Achieved |
|    |        |                         | Established contact with 217 information partners (an increase of more than 30 during this reporting period) | Achieved |
|    |        |                         | • Established contact with 217 information partners | Achieved |
|    |        |                         | • Established constant communication with information partners | Achieved |
|    |        | Maintain a record of interactions with clients and information partners | • Maintained these records as part of the verifications database | Achieved |
|    |        | Ensure that the verifications service is well utilised | • The service continues to be well utilised | Achieved |
|    |        | Complete the verification of the qualifications of at least 6% of the existing public service | Target exceeded  
|    |        |                         | • Completed qualifications verifications of approximately 10% of the existing public service | Achieved |
|    |        | The service must generate income for SAQA | • Income was generated for SAQA  
|    |        |                         | • Developed a new fee structure for 2013/14 | Achieved |
|    |        | Monitor the income generated by the service, and follow up on the debtors | • Monitored the income generated by the service and followed-up on the debtors | Achieved |
|    |        | Only undertake the service on the basis of an order number per submission | • Implemented this procedure in delivery of service | Achieved |
10.4 PROGRAMME 4: FOREIGN QUALIFICATIONS EVALUATION AND ADVISORY SERVICES

This programme is responsible for maintaining and developing SAQA’s role as the national source of advice on foreign and domestic learning and qualifications.

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| 12 | Provide an evaluation and advisory service for foreign qualifications, with due consideration of requirements in respect of scarce and critical skills | Nurture and grow the unique expertise of DFQEAS as a recognised national asset | Liaise with international peer organisations on matters of mutual interest, or indicate capacity building on at least 4 occasions, of which one must initiate critical reflection on existing evaluation methodology | **Achieved**

- Target exceeded. The following are prominent examples of peer liaison undertaken:
  - Interacted with peer evaluating agencies such as the UK National Academic Recognition Information Centre (NARIC) and Educational Credential Evaluators (ECE) and American Association of Collegiate Registrars and Admissions Officers (AACRAO) in the USA;
  - Met with and did presentations about SAQA’s evaluation function to foreign delegations visiting SAQA, such as from Ethiopia and Tanzania;
  - Interacted with the evaluation section of the National Accreditation Board of Ghana. Consequently, a formal request was received from this board to visit DFQEAS for purposes of mutual capacity building;
  - Undertook a study visit to Eindhoven for training in document security and detection of fraudulent documents. This event provided opportunity for extensive liaison with Dienst Uitvoering Onderwijs (Netherlands), Verket för Högskoleservice (Sweden) and the Flemish NARIC (Belgium); and
  - Undertook research on the recognition of South African qualifications in Australia.

Conduct research into four prominent problem areas encountered in the execution of the directorate’s work and publicise the findings | **Achieved**

- Target exceeded. Shared research findings on problem areas as follows:
  - The need for improvement of client satisfaction:
    - Long-term analysis of client feedback and complaints led to the development of an explanatory booklet highlighting the pitfalls in the application process and behind-the-screen processes at SAQA;
  - Degree and diploma mills:
    - Presented findings from research on degree and diploma mills at the IEASA Conference in August 2012; and
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<td>- Short-term research on the status of overseas institutions was done on an on-going basis and outcomes communicated to members of the public and captured on the DFQEAS database for use by evaluators.</td>
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<td>The need for consolidation of data on teacher migration in the Commonwealth:</td>
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<td>- Presented findings from research on teacher migration data in the Commonwealth at the SACHES Conference in October 2012.</td>
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<td>Perceptions on the recognition of South African qualifications:</td>
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<td>- Presented findings from the Recognition Project (how South African qualifications are perceived in Australia) to the Foreign Qualifications Committee in August 2012 and at the 2nd NQF Conference in March 2013.</td>
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<td>Key issues pertaining to the scarce and critical skills environment:</td>
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<td>- Submitted a document on key internal issues pertaining to the SA scarce and critical skills environment to the Foreign Qualifications Committee for discussion.</td>
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<td>Examples of other research and development work initiated in problem areas included:</td>
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<td>- Consolidated the Goldmine (customer complaints) report; and</td>
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<td>- Developed a training manual for the professional development of evaluators.</td>
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Undertake an investigation into at least 1 issue related to the international mobility of learners and workers and publish the report for the benefit of policy makers.

Achieved

- Target exceeded. Conducted the following investigations into issues related to international mobility of learners and workers:
  - The data sources on teacher immigration in the Commonwealth;
  - The recognition of South African qualifications in Australia; and
  - The report on the study visit to Eindhoven, which addresses the prevalence of fraud in international qualification exchange and how SAQA proposes to address this through a counter fraud strategy, was made available to the Minister Higher Education and Training in January 2013.
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|    |        | **Apply at least 2 mechanisms to document changing insights into foreign education and training systems and educational change** | **Achieved** | - Target exceeded. Changes are documented in the following multiple ways:  
  - Centrally and most effectively in the comments facility of the evaluation module of the DFQEA workflow system / database;  
  - In evaluation templates, in the course of template review and cleanup;  
  - Per occasional email correspondence to professional staff; and  
  - In a “country resource centre” maintained on a shared drive |
|    |        | **Measure the alignment of the directorate against leading practice by considering guidelines in internationally agreed instruments / internationally developed tools and the application thereof by at least 2 peer agencies** | **Achieved** | - Notable examples of measuring alignment with good practice include:  
  - International training in document security and examination in Eindhoven. The event provided the opportunity for international comparison of business practices related to both documentary requirements in the application process and ways of countering fraud; and  
  - Conducted a comparison on tariffs charged by several international evaluating agencies to inform the annual tariff review process |
|    |        | **Based on the findings of comparative studies, alignment to international best practice can be demonstrated in terms of at least 4 aspects of the directorate’s business** | **Achieved** | - Target exceeded. A number of current and conceptualised business aspects are based on broad comparison with international practices, including:  
  - Tariffs for evaluation and the evaluation options available  
  - The facility of on-line application and the broad features of the system  
  - Requirements for qualification documents and the broad criteria and principles applied in evaluation; and  
  - The countering of fraud encountered in the evaluation practice; and  
  - Cross-referencing evaluation outcomes against the evaluation decisions taken by international peers |
|    |        | **Make at least 1 staff member per quarter available to represent the directorate in an event or forum that draws on the know-how of the** | **Achieved** | - Target exceeded. DFQEA staff represented the directorate as per the examples below:  
  - Quarter 1: |
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<th>No</th>
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<th>Targets</th>
<th>Actual Performance</th>
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|    |        | directorate and the value of the contribution is acknowledged | - Discussions among the senior management team on the outcome of the public comments submission on the proposed Sub-frameworks; and  
- Deliberations with Cambridge International Examinations regarding the evaluation of their certificates  
Quarter 2:  
- Research project on Teacher Migration Data, jointly with International Liaison, DHET and UKZN;  
- The State Information Technology Agency (SITA) restructuring; and  
- IEASA Conference  
Quarter 3:  
- The SAQA/DPSA Public Service Verification project;  
- The SAQA RPL Task Team;  
- The HRC Forum and SAQA staff orientation; and  
- Product Awareness Training in SAQA  
Quarter 4:  
- The Joint Expert Team on a bilateral recognition agreement with The Russian Federation;  
- Working Group for the Development of the National Curriculum and Assessment Policy Statement for Technical Schools (meeting on 11 January);  
- Interaction in preparation phase for panel discussion at AACRAO Annual Meeting, with representatives of international peer organisations; and  
- Meetings with and presentations to two delegations (Uganda Health Examinations Board and PRC Human Resource Fraternity) |
|    |        | Stakeholder representatives to be sourced quarterly to address professional staff on issues impacting on the DFQEA environment | Achieved  
- Sourced stakeholder representatives to address professional staff as per the examples below:  
Quarter 1:  
- The DHET regarding co-operation with regard to the evaluation of foreign teaching qualifications. Agreed to a mechanism to handle queries between the two entities |
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<td>Quarter 2:</td>
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<td>- The Department of Home Affairs regarding co-operation needs and possibilities; and</td>
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<td>- The BDE and the South African Council for Educators regarding information on foreign teachers</td>
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<td>- Discussions with SAPPI about paper security and local printing technologies as a follow-up to a study visit to the Netherlands</td>
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<td>- Presentation by the University of North-West on document security; and</td>
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<td>- Consultation with the Association of Certified Fraud Examiners (SA Chapter) regarding good practice in the counteracting of fraud</td>
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<td></td>
<td>Achieved</td>
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<td>• Target exceeded. Participated in the following multi-organisational events:</td>
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<td>- IEASA Conference (workshop on degree and diploma mills in August 2012);</td>
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<td>- A career workshop hosted by Jesuit Refugee Services (SAQA application procedures: September 2012);</td>
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<td>- Training on document security and examination, Eindhoven (November 2012); and</td>
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<td>- Shared information from 2 of the above events with professional and other staff in a series of 3 training and feedback sessions in March 2013</td>
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<td>• Target exceeded. The directorate engaged the following constituencies:</td>
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<td>Higher education:</td>
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<td>- Universities and members of the International Education Association of South Africa (IEASA Conference);</td>
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<td>- Public universities (Stakeholder Satisfaction Survey);</td>
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<td>- Unisa, regarding a co-operation agreement; and</td>
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<td>- University of North-West (document security)</td>
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<td>Position the DFQEAS as a relevant and value-adding partner in ensuring socio-economic development through mobility of learners and workers</td>
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<td>Target at least 4 different stakeholder clusters / constituencies per year for proactive engagement and document outcomes</td>
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<td>• Target exceeded. The directorate engaged the following constituencies:</td>
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<td>- Universities and members of the International Education Association of South Africa (IEASA Conference);</td>
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<td>- Public universities (Stakeholder Satisfaction Survey);</td>
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<td>- Unisa, regarding a co-operation agreement; and</td>
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<td>- University of North-West (document security)</td>
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<td>International delegations and peer organisations:</td>
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<td>- Delegations from the Ethiopia and Tanzania; and</td>
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<td>- Evaluating agencies such as UK NARIC, NOORS, ECE and AACRAO</td>
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<td>- State entities:</td>
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<td>- Department of Home Affairs; and</td>
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<td>- DHET (evaluation of teacher qualifications; global partnerships)</td>
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<td>- Special Investigating Unit:</td>
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<td>- South African Police Services police stations; and</td>
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<td>- DBE (Gauteng North)</td>
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<td>Professional bodies:</td>
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<td>- Association of Certified Fraud Examiners (SA Chapter);and</td>
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<td>- Statutory Councils (Stakeholder Satisfaction Survey)</td>
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<td>Out of the above engagement, participate in at least 2 partnership ventures in the course of the year</td>
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<td><strong>Achieved</strong> Target exceeded</td>
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<td>• Met with the DHET to explore ways to collaborate on the evaluation of foreign teacher qualifications</td>
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<td>• Conducted a joint workshop at the IEASA Conference with ECE in the USA</td>
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<td>• A long-standing partnership with DHET Global Partnerships resulted in the signing of a bilateral recognition agreement between South Africa and The Russian Federation at the BRICS Summit in March</td>
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<td>Develop an instrument to formally evaluate products and services in collaboration with stakeholders and use this in a survey by the second quarter</td>
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<td><strong>Achieved</strong></td>
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<td>• A questionnaire was developed to investigate the value add of the evaluation service to universities and professional bodies</td>
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<td>Analyse collected data and consolidate findings into a development plan by the fourth quarter</td>
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<td>• Analysed data gathered and compiled a report which included recommendations to compile a development plan</td>
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<td>Utilise dedicated skills for comprehensive environmental scanning and the interpretation of trends and signals. Regularly brainstorm the management of potential impact and implement measures</td>
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<td><strong>Achieved</strong></td>
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<td>• Systems for environmental scanning in various disciples were studied</td>
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<td>• Developed a concept note on a proposed model to establish a sub-directorate for support and enhancement</td>
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<td>Identify and consider the potential impact of environmental factors through organisational intelligence and the perspectives of members of the Foreign Qualifications Committee</td>
<td>Achieved</td>
<td>Identified and considered the following environmental factors:</td>
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<td>Enhance existing and / or develop new services and products to better serve market needs</td>
<td>Achieved</td>
<td>• Regular client feedback is secured through the following mechanisms:</td>
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<td>Prepare a report for publication at the end of the financial year. Make this available in the SAQA Annual Report and at least 1 other medium</td>
<td>Achieved</td>
<td>• The above-mentioned feedback is included in the 2012/13 Annual Report as well as in another SAQA publication</td>
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- This led to the development of a scarce skills project to be implemented in the second quarter of 2013/2014
- Identified other areas for investigation, including:
  - Impact assessment of DFQEAS work;
  - Developing approaches for evaluating refugee qualifications; and
  - Research to refine understanding of vocational qualifications

- Perceptions of the DFQEAS role and functioning to inform a revisit and clarification against the mandate contained in the NQF Act;
- The implications for DFQEAS of the state of scarce and critical skills and the value-add in addressing this issue;
- The threat of fraud and the need for a strategy to counteract it; and
- The credibility of the evaluation function and an effective approach to enhance this function

- Regular client feedback is secured through the following mechanisms:
  - The on-line application system;
  - A comments book in the walk-in client service centre; and
  - A corporate system (Goldmine) for formal complaints

- Feedback analysed monthly. Examples of measures to improve the service include the following:
  - Development of a booklet to clarify SAQA processes;
  - Refinement of text in the on-line application system;
  - Installation of enhanced contact centre technology and training; and
  - Appointment of supplementary staffing

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  - Installation of enhanced contact centre technology and training; and
  - Appointment of supplementary staffing

- Feedback analysed monthly. Examples of measures to improve the service include the following:
  - Development of a booklet to clarify SAQA processes;
  - Refinement of text in the on-line application system;
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<table>
<thead>
<tr>
<th>NO</th>
<th>OUTPUT</th>
<th>PERFORMANCE INDICATORS</th>
<th>TARGETS</th>
<th>ACTUAL PERFORMANCE</th>
</tr>
</thead>
</table>
|    |        | Ensure that the directorate generates sufficient income to support itself and investigate at least 1 new income stream | Achieved | • Income continued to be generated  
- Income for the financial year exceeded projections  
- Met with the DHET to discuss an implementation plan to establish a Counter Fraud Strategy in SAQA |
|    |        | Innovatively utilise human and knowledge resources to optimise cost effectiveness, efficiency and job satisfaction | Achieved | • Optimised human and knowledge resources as follows:  
- Offered a learnership in Public Administration at NQF Level 5 to 5 learners;  
- Seconded a senior evaluator between sub-directorates;  
- Initiated projects comprising multiple teams and matrix style management;  
- Developed a formal induction programme to enhance the orientation of new recruits;  
- Developed a draft protocol to improve collaboration between sub-directorates;  
- Filled a vacated evaluator position with a skilled French teacher/translator;  
- Multi-skilled a staff person in evaluation; and  
- Used databases and websites as knowledge resources |
<table>
<thead>
<tr>
<th>NO</th>
<th>OUTPUT</th>
<th>PERFORMANCE INDICATORS</th>
<th>TARGETS</th>
<th>ACTUAL PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Frequently review business processes, procedures and systems by considering new methods and implement improvements every quarter</td>
<td>Achieved</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Designed and implemented the following examples of improvements:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quarter 1:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- On-going data cleaning</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quarter 2:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Reviewed the workflow system which led to the implementation of a new system in July 2012; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Reviewed the ordinary and advanced level information leaflet</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quarter 3:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Developed a draft protocol for enhanced collaboration between 2 sub-directorates</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quarter 4:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Revised the Foreign Qualification Evaluation Application Form;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Revised the text for the on-line application system;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Drafted a comprehensive review and appeals procedure and implemented interim measures;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Implemented new contact centre technology and trained staff; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Revamped a dedicated mailbox for client liaison to address blockages in the receipt of emails</td>
</tr>
<tr>
<td>NO</td>
<td>OUTPUT</td>
<td>PERFORMANCE INDICATORS</td>
<td>TARGETS</td>
<td>ACTUAL PERFORMANCE</td>
</tr>
<tr>
<td>----</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Deliver services and products in accordance with relevant frequency / timeframes</td>
<td>Achieved</td>
<td>• Processed 32289 applications, of which only a small percentage (0.7%) were not delivered within the required timelines</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensure that products are of a high quality and professional appearance and comply with the standards laid down in SAQA policies and criteria. Keep errors to a minimum (less than 1% margin) and take the necessary corrective action without delay</td>
<td>Achieved</td>
<td>• Received formal requests for 56 corrections. This number constitutes 0.2% of the 25338 new applications, and 0.8% of the 6951 reactivated applications for the reporting period</td>
</tr>
</tbody>
</table>
|    |        | Develop at least one major new product / service that demonstrates the directorate’s ability to meaningfully contribute to the building of intelligence relevant to its field of expertise | Achieved | • Target exceeded. The following significant new products and services were developed:  
- Structured presentations to build the capacity of stakeholders and of professional staff;  
- A draft training manual for beginner evaluators;  
- A conceptual framework for, and a pilot study on, the recognition of foreign qualifications in other countries, which focused on Australia;  
- A survey of credible websites for research by evaluators;  
- A conference paper on migration of teachers in the Commonwealth;  
- A booklet clarifying processes for clients of the service;  
- A published article on the evaluation service;  
- A panel presentation at the AACRAO Annual Meeting; and  
- Presentations at 2nd NQF Conference in March 2013 |
### 11.1 Revenue Collection

<table>
<thead>
<tr>
<th>Sources of revenue</th>
<th>Estimate (R'000)</th>
<th>Actual Amount Collected (R'000)</th>
<th>(Over)/Under Collection</th>
<th>Estimate (R'000)</th>
<th>Actual Amount Collected (R'000)</th>
<th>(Over)/Under Collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Grant</td>
<td>45 723</td>
<td>45 723</td>
<td></td>
<td>41 435</td>
<td>41 435</td>
<td></td>
</tr>
<tr>
<td>Evaluation Fees - DFQEAS</td>
<td>14 310</td>
<td>18 017</td>
<td>(3 707)</td>
<td>13 400</td>
<td>15 132</td>
<td>(1 732)</td>
</tr>
<tr>
<td>Verifications Fee income</td>
<td>9 540</td>
<td>1 538</td>
<td>8 002</td>
<td>6 000</td>
<td>3 664</td>
<td>2 336</td>
</tr>
<tr>
<td>Career Advice Services project - NSF funding</td>
<td>41 625</td>
<td>42 630</td>
<td>(1 005)</td>
<td>28 900</td>
<td>19 579</td>
<td>9 321</td>
</tr>
<tr>
<td>Interest Received</td>
<td>2 100</td>
<td>1 311</td>
<td>789</td>
<td>2 400</td>
<td>1 601</td>
<td>799</td>
</tr>
<tr>
<td>Rental Income</td>
<td>1 560</td>
<td>1 627</td>
<td>(67)</td>
<td>1 440</td>
<td>1 752</td>
<td>(312)</td>
</tr>
<tr>
<td>Sundry Income</td>
<td>6 310</td>
<td>5 267</td>
<td>1 043</td>
<td>2 090</td>
<td>5 323</td>
<td>(3 233)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>121 168</strong></td>
<td><strong>116 113</strong></td>
<td><strong>5 055</strong></td>
<td><strong>95 665</strong></td>
<td><strong>88 486</strong></td>
<td><strong>7 179</strong></td>
</tr>
</tbody>
</table>
### 11.2 Programme Expenditure

<table>
<thead>
<tr>
<th>Programme and Sub-Programme Name</th>
<th>2012/2013 Budget</th>
<th>2012/2013 Actual Expenditure</th>
<th>(Over)/Under Expenditure</th>
<th>2011/2012 Budget</th>
<th>2011/2012 Actual Expenditure</th>
<th>(Over)/Under Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Administration &amp; Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Executive Office</td>
<td>6,545 R'000</td>
<td>6,101 R'000</td>
<td>444 R'000</td>
<td>6,561 R'000</td>
<td>7,106 R'000</td>
<td>(545) R'000</td>
</tr>
<tr>
<td>1.2 Finance &amp; Administration</td>
<td>11,636 R'000</td>
<td>11,112 R'000</td>
<td>524 R'000</td>
<td>11,125 R'000</td>
<td>10,060 R'000</td>
<td>1,065 R'000</td>
</tr>
<tr>
<td>1.3 Human Resources</td>
<td>3,877 R'000</td>
<td>3,634 R'000</td>
<td>243 R'000</td>
<td>3,919 R'000</td>
<td>3,489 R'000</td>
<td>430 R'000</td>
</tr>
<tr>
<td>1.4 Information Technology</td>
<td>8,567 R'000</td>
<td>6,534 R'000</td>
<td>2,033 R'000</td>
<td>8,273 R'000</td>
<td>7,013 R'000</td>
<td>1,260 R'000</td>
</tr>
<tr>
<td>1.5 Strategic Support</td>
<td>7,785 R'000</td>
<td>7,025 R'000</td>
<td>760 R'000</td>
<td>7,775 R'000</td>
<td>7,668 R'000</td>
<td>107 R'000</td>
</tr>
<tr>
<td>1.6 Research</td>
<td>5,944 R'000</td>
<td>4,768 R'000</td>
<td>1,176 R'000</td>
<td>5,683 R'000</td>
<td>4,050 R'000</td>
<td>1,633 R'000</td>
</tr>
<tr>
<td>1.7 International Liaison</td>
<td>2,128 R'000</td>
<td>2,636 R'000</td>
<td>(508) R'000</td>
<td>1,811 R'000</td>
<td>2,015 R'000</td>
<td>(204) R'000</td>
</tr>
<tr>
<td>1.8 NQF Advocacy</td>
<td>3,329 R'000</td>
<td>1,690 R'000</td>
<td>1,639 R'000</td>
<td>1,238 R'000</td>
<td>1,421 R'000</td>
<td>(183) R'000</td>
</tr>
<tr>
<td>1.9 Career Advice Services Project</td>
<td>41,379 R'000</td>
<td>42,770 R'000</td>
<td>(1,391) R'000</td>
<td>24,534 R'000</td>
<td>19,189 R'000</td>
<td>5,345 R'000</td>
</tr>
<tr>
<td><strong>2. Directorate Registration and Recognition</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 National Learners’ Records Database including Verifications Project</td>
<td>15,238 R'000</td>
<td>7,947 R'000</td>
<td>7,291 R'000</td>
<td>10,622 R'000</td>
<td>8,412 R'000</td>
<td>2,210 R'000</td>
</tr>
<tr>
<td><strong>4. Directorate Foreign Qualifications Evaluation and Advisory Services</strong></td>
<td>14,980 R'000</td>
<td>15,898 R'000</td>
<td>(918) R'000</td>
<td>14,061 R'000</td>
<td>12,781 R'000</td>
<td>1,280 R'000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>130,768 R'000</td>
<td>118,606 R'000</td>
<td>12,163 R'000</td>
<td>103,166 R'000</td>
<td>91,514 R'000</td>
<td>11,652 R'000</td>
</tr>
</tbody>
</table>

### 11.3 Capital investment, Maintenance and Asset Management Plan

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>R'000</td>
<td>R'000</td>
<td>R'000</td>
<td>R'000</td>
<td>R'000</td>
<td>R'000</td>
</tr>
<tr>
<td>Land and Buildings</td>
<td>400</td>
<td>687</td>
<td>(287) R'000</td>
<td>1,602 R'000</td>
<td>155 R'000</td>
<td>1,447 R'000</td>
</tr>
<tr>
<td>IT Equipment</td>
<td>2,890</td>
<td>1,820</td>
<td>1,070 R'000</td>
<td>2,020 R'000</td>
<td>2,534 R'000</td>
<td>(514) R'000</td>
</tr>
<tr>
<td>Motor Vehicles</td>
<td>120</td>
<td>147</td>
<td>(27) R'000</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>780</td>
<td>312</td>
<td>468 R'000</td>
<td>550</td>
<td>207 R'000</td>
<td>343 R'000</td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>6,480</td>
<td>7,887</td>
<td>(1,407) R'000</td>
<td>900</td>
<td>491 R'000</td>
<td>409 R'000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10,670</td>
<td>10,853</td>
<td>(183) R'000</td>
<td>5,072 R'000</td>
<td>3,387 R'000</td>
<td>1,685 R'000</td>
</tr>
</tbody>
</table>
While the management structure of SAQA is somewhat different from that of a private corporation, the SAQA Board is committed to the principles of openness, integrity, efficiency, accountability and compliance as reflected in the King Code of Governance Principles 2009 (King III). SAQA therefore continuously works towards the further enhancement of its sound governance processes.

In keeping with the provisions of King III, we reviewed and updated the Governance Manual which deals with the activities of the Board and Board Committees (the Rules of Procedure, Terms of Reference and other relevant governance matters), to ensure that they remain relevant and comply with legislative and governance requirements.

Further, the Board and Board Committees conducted a self-appraisal of their performance and effectiveness. Based on the outcomes of the appraisal, we implemented a number of practices to improve the effectiveness of the Board. For example, reports from each of the Board Committees now serve at every meeting of the Board, the CEO’s Report on strategic issues is now included as a standing item on the agendas for the meetings of all committees and the committees contributed to the Board’s strategic planning process for 2014/15.

During the year, our internal auditors, Deloitte and Touche, conducted an internal audit of SAQA’s compliance with policies and procedures and found the internal controls adequate and effective.

SAQA reports to the Parliamentary Portfolio Committee on Higher Education and Training, and we normally meet with the committee twice in a financial year: during April / May to present our Annual Performance Plan for the upcoming year and during October / November to report on our performance.

In the 2012/13 year, the committee deemed it necessary to only meet with SAQA once on 9 May 2012 to present the Annual Performance Plan for 2012/13. We highlighted to the committee the risk of insufficient funding to execute our Annual Performance Plan from 2013/14 onward. We further highlighted that we have re-prioritised and have already implemented cost-saving initiatives and started to seek funding from other sources, but still require further funding from Treasury to effectively fulfill our mandate.

SAQA was not required to meet with the Portfolio Committee in October / November 2012, and was informed that the committee will be focusing on other public entities.

The Minister: HET met twice with the SAQA Board during the 2012/13 Financial Year on 19 April 2012 and 29 January 2013.

During the meeting of 19 April 2012, the Minister requested that SAQA attend to a number of matters relating to articulation, RPL, fraudulent qualifications, and the visibility of SAQA’s work.

At the meeting of 29 January 2013, SAQA was able to report good progress on the matters raised by the Minister in April 2012. He indicated further priorities regarding CAS, RPL, articulation, fraudulent qualifications and professional bodies, for SAQA to
address. An action plan was developed to ensure that the matters raised by the Minister are addressed as a priority.

Apart from the reports that were submitted to the Minister during the meetings with him, SAQA also submitted quarterly reports, dealing with compliance with the PFMA, and financial and non-financial performance. The reports were submitted at the end of July and October 2012 and at the end of January and April 2013.

SAQA also submitted monthly financial reports and quarterly performance reports on the CAS Project to the NSF from January to the end of March 2013, and provided the Director-General: HET with weekly reports on the CACH project.

15 | SAQA BOARD

In accordance with Section 14 (3)(a) of the NQF Act, the Minister: HET, following a public nomination process, appointed the fifth SAQA Board effective from 1 January 2011. With the exception of the CEO, all Board members are independent non-executives.

16 | FUNCTIONS OF THE SAQA BOARD

The functions of the Board are set out in sections 5(3), 11 and 13 of the NQF Act. In summary, the SAQA Board:

- Must advise the relevant Ministers and decision makers on NQF matters, oversee the implementation of the NQF and liaise and consult with the QCs on matters relating to implementation of the NQF;
- Is mandated to develop policies and criteria for the development and registration of qualifications, assessment, RPL and CAT, recognising a professional body and registering a professional designation and the development of the content of level descriptors;
- Is required to ensure that South African qualifications are of an acceptable quality and are internationally comparable;
- Is also required to maintain an NLRD and to provide an evaluation and advisory service with respect to foreign qualifications; and
- Is further responsible for conducting or commissioning research into NQF-related matters, to collaborate with international counterparts and to initiate and drive a clear, co-ordinated communication and advocacy strategy to assist providers, learners and the public at large to understand the new NQF architecture and the implications of the changes for them.

SAQA is a National Public Entity that has been listed under Schedule 3(A) of the Public Finance Management Act 1 of 1999. Therefore, in addition to its responsibilities as set out in the NQF Act, the Board also fulfils the role of the accounting authority in terms of section 49 of the PFMA.

As the accounting authority, the Board acts in a fiduciary capacity and is responsible for ensuring that:

- Effective, efficient and transparent systems of financial and risk management and internal control, internal audit and procurement are in place;
- Effective and appropriate steps are taken to collect revenue due and prevent irregular, fruitless and wasteful expenditure and losses from criminal conduct and expenditure as a result of non-compliance with operational policies;
- Effective and efficient management is in place, which includes ensuring the safeguarding of the assets of SAQA and controlling its liabilities, revenues and expenditures;
- Applicable legislation and regulations are complied with;
- An effective and appropriate disciplinary system is in place to deal with failures to comply with the PFMA and the internal control system;
- Budgets, major contracts and other commitments are approved;
• The finances are properly controlled; and
• SAQA operates as an ethical organisation.

The SAQA Board approves strategy and policy. Management formulates strategy and makes policy proposals for consideration by the SAQA Board.

Management also implements the decisions made by the Board and maintains systems of internal control as well as accounting and information systems. The Board monitors the performance of management.

17 ACTIVITIES OF THE SAQA BOARD AND ITS COMMITTEES

During the year under review, the SAQA Board met four times to conduct its normal work. Three additional Board meetings took place in order to meet with the Minister: HET.

In addition to the members, the Deputy CEO attended all meetings of the Board and directors attended meetings as required.

Section 16(1) of the NQF Act allows for the Board to establish committees to assist in the execution of its fiduciary responsibilities. The table below reflects the structure of committees utilised by the SAQA Board:

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>CHAIRPERSON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive (EXCO)</td>
<td>Mr M J N Njeke</td>
</tr>
<tr>
<td>²Education and Training Quality Assurance (ETQA)</td>
<td>Dr V Toni Penxa</td>
</tr>
<tr>
<td>³Education and Training Quality Assurance Appeals</td>
<td>Dr V Toni Penxa</td>
</tr>
<tr>
<td>Qualifications and Standards (Q &amp; S)</td>
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<tr>
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<td>Mr K G Mockler/²Mr M Brown</td>
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<tr>
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<td>Mr O Sipuka</td>
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<tr>
<td>Foreign Qualifications</td>
<td>Dr C F Barnes</td>
</tr>
<tr>
<td>⁶Advocacy and Communication</td>
<td>Mr J S Samuels</td>
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</table>

² This committee concluded its work on 13 September 2012.
³ No meetings of the Appeals Committee took place during 2012/13. With the conclusion of the work of the Education and Training Quality Assurance Committee, this committee was also phased out.
⁴ Mr Brown was appointed as Chairperson of the Audit and Risk Committee on 28 November 2012, following the resignation of Mr Mockler as Chairperson of the committee. Mr Mockler still remains a member of the committee.
⁵ Mr Adler was appointed as Chairperson of the I & IT Committee on 15 March 2013, following the resignation of Ms Duba. As a result, he also is a member of the Remuneration and Executive committees. He will attend meetings of these committees from 2013/14.
⁶ The Board approved the establishment of the Advocacy and Communication Committee during 2011/12, and it met for the first time in 2012/13.
Attendance by Board members at SAQA Board and Board Committees’ meetings were as follows:

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<th>Surname</th>
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7 Ms Duba resigned as Chairperson of the I & IT Committee on 21 February 2013. As a result she is, from 2013/14, no longer a member of the Remuneration and Executive Committees.
8 Mr Samuels attends meetings of the Audit and Risk Committee by invitation.
*The Board reviewed the composition of the Board Committees and, on 27 June 2012, approved that additional board members be appointed to the Committees. Additional non-board members were also co-opted.

SAQA Board

1 Mr MJN Njeke (Chairperson of the Board); 2 Dr V Toni Penxa (Deputy Chairperson); 3 Mr JS Samuels (SAQA CEO); 4 Ms MM Maboye; 5 Dr CF Barnes; 6 Ms ND Moodley; 7 Adv KS Malunga; 8 Mr SFA Mokonane; 9 Mr O Sipuka; 10 Ms CS Müller; 11 Mr D Adler; 12 Prof. TG Schultz; 13 Ms CT Duba; 14 Ms GJ Mashabela; 15 Mr A Essop; 16 Dr Mafu Rakometsi.
In accordance with Section 16(2) of the NQF Act, persons who are not members of the Board have been co-opted to serve on Board Committees. Attendance of co-opted members of the committees was as follows:

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</table>

All committees of the Board operate within approved Terms of Reference. Apart from the members, the Deputy CEO and relevant directors also attended meetings of Board Committees and participated actively.

*The Board reviewed the composition of the Board Committees and, on 27 June 2012, approved that additional board members be appointed to the Committees. Additional non-board members were also co-opted.

9 Dr Badroodin resigned from the Foreign Qualifications Committee on 15 November 2012.

10 Mr Herr resigned from the Foreign Qualifications Committee on 16 August 2012.

11 Ms Haniff resigned from the Audit and Risk Committee on 26 September 2012. He still remains a member of the committee. ** He attended meetings of the I & IT Committee as Chairperson of the Audit and Risk Committee.

12 Dr Mokoena resigned from the Foreign Qualifications Committee on 7 March 2013.

13 Mr Mockler resigned as Chairperson of the Audit and Risk Committee on 26 September 2012. He still remains a member of the committee. ** He attended meetings of the I & IT Committee as Chairperson of the Audit and Risk Committee.

14 Dr Mokoena resigned from the Foreign Qualifications Committee on 7 March 2013.

15 Ms Naidoo was appointed to the Audit and Risk Committee on 28 November 2012.

16 Mr Naidoo resigned from the I & T Committee on 1 September 2012.

17 Ms Ntuli was appointed to the Advocacy and Communication Committee on 23 July 2012.

18 Mr Patel was appointed to the CAS Committee on 14 May 2012.

19 Dr Patel resigned from the committee on 8 February 2013.

20 Ms Samuels was appointed to the CAS Committee on 14 May 2013.
There is no opportunity without risk. SAQA has the right structures in place to identify, monitor and manage its risks effectively. Risk is managed at three distinct levels in the organisation: (1) the line managers at operational level; (2) overview by the organisation’s governance structures; and (3) assurance by third parties.

**Key developments in the year:**

- The Terms of Reference of the Audit Committee was expanded and the committee has been formally delegated to accept responsibility for oversight over risk management in the organisation. The committee is now called the Audit and Risk Committee.
- The Audit and Risk Committee adopted with the Board’s approval, a Combined Assurance Framework. Work on a Combined Assurance Plan is underway.
- A Management Risk Committee was established to identify risks and to ensure the management and mitigation of the identified risks. This Committee reports to every meeting of the Audit and Risk Committee.

**INTERNAL AUDIT AND AUDIT COMMITTEE**

Owing to the nature and size of the staff complement, the SAQA Board considers it inappropriate to establish an in-house internal audit function. However, the Audit and Risk Committee continuously monitors the need for the establishment of such a function and also reviews the present function. The internal audit function is currently outsourced to an auditing firm.

**COMPLIANCE WITH LAWS AND REGULATIONS**

During the year under review, a Record was maintained of the major legislation, codes and rules which SAQA has to comply with, and as well as additional rules, codes and standards the Board has decided to comply with. The Records also details the director responsible for ensuring compliance. Confirmation of compliance was submitted to the Audit and Risk Committee and the Board.

**FRAUD AND CORRUPTION**

SAQA has established polices on Fraud Prevention and Detection as well as on Fraud Reporting.

No cases of fraud occurred during the financial year.

**CODE OF CONDUCT**

SAQA chooses to be an ethical organisation, both internally and externally. Our code of ethics and our client services standards set out our business principles and provide guidance to employees on how to apply them.

**Key developments in the year:**

- A review of The Code of Ethics with the Board approval as part of the SAQA Governance Manual.
- Re-affirmation to staff of the Client Service Standards.
- Commenced work towards developing an integrated frontline, which is aimed at improving streamlining clients’ experience and interactions with SAQA.
SAQA’s policies and practices are designed to ensure that SAQA deals appropriately with social, transformation, ethical, safety, health and environmental issues. The SAQA Board ensures that these issues are given due weight in the qualifications and part qualifications it registers on the NQF. The SAQA Board’s quality assurance activities, ensures that providers of education and training are delivering according to set standards.

**Economic viability**

Economic sustainability in the public sector generally refers to “the ability of government to meet its service delivery and financial commitments, both now and in the future”.

For SAQA this is an important consideration, as it is to a large extent, dependent for its income on the government grant it receives. SAQA ensures that it effectively utilises the government grant towards delivery of its functions as mandated by the NQF Act. Considering the funding challenges that SAQA faces from 2013/14 onward, we have interacted with the Minister, the DHET and National Treasury for an increase to our baseline funding, and we have submitted various proposals for funding from the National Skills Fund.

SAQA supplements government funding by charging for certain services and also manages to secure additional funding in respect of specific functions and services. In the tough operating environment that prevailed during the period under review, SAQA took advantage of every cost-containment opportunity.

**Environmental sustainability**

The SAQA House Environmental Sustainability Development Committee continued with its work. This Committee reports to the Audit and Risk Committee, and comprises members of SAQA management, staff who are involved in SAQA’s sustainability initiatives in the course of their duties, members with an interest in environmental sustainability issues, and a representative from the tenants in SAQA House. The roles and responsibilities in respect of environmental sustainability are defined.

The following initiatives were implemented:

- A communication and awareness programme. This programme had a dual approach – firstly, awareness was raised internally in the staff newsletter and secondly, through external awareness raising activities including informing tenants in SAQA House of SAQA’s environmental sustainability initiatives;
- SAQA started to move away from hard copy document packs for meetings, and implemented electronic document packs. This initiative is gaining traction and 21 out of 54 Board and Board Committees members and 10 out of 14 senior management members are now making use of electronic packs; and
- The recycling programme was enhanced with the introduction of small recycling bins in the kitchens, thus expanding the programme to include household and kitchen waste.

In addition, SAQA continued to maintain the environmental sustainability initiatives that were previously implemented. The rainwater tank on the roof of SAQA House remained in commission and the water purifiers on kitchen taps throughout the building continued to ensure a clean and healthy water supply.

In accordance with the systematic implementation plan towards energy efficiency, the replacement of light bulbs with energy efficient alternatives continued. Further measures such as the installation of time switches on electrical equipment such as air conditioners continued to contribute to energy efficiency.

**Social and transformation issues**

SAQA is committed to transformation and as such, is actively working towards transformation in the workplace. The organisation has adopted an employment equity policy, to ensure demographic representivity amongst employees and equal access to opportunities for all.

Further, procurement policies take into account the need for broad-based black economic empowerment (BBBEE) and progress against these objectives is measured regularly.

SAQA understands its responsibility to the society in which it operates, and has therefore become involved in the broader community. For example, books,
computers, clothing, food and utility items were donated to the Tshwaraganang Home for orphaned children.

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COMMUNICATION WITH STAKEHOLDERS

SAQA has identified its key stakeholders to be the DHET, DBE, QCs, SETAs, organised labour, organised business, public and private universities, public and private FET colleges, private providers, research institutions, professional bodies, non-government organisations, learners and interested members of the public.

Considering the fact that SAQA regards the NQF as a framework for communication, co-ordination and collaboration across education, training, work and development, it has invested considerably in communicating with its stakeholders. Some examples of such communication follow below.

Firstly, communication at strategic level, taking forward conceptual debates, took place at meetings of the NQF Forum and the CEO Committee as well as other forums where the Director General: DHET, chairpersons and senior members from the DHET, SAQA and the QCs met.

SAQA provided a platform for intellectual debate with partners and stakeholders on key issues in education, training and development. Findings from SAQA’s research partnership projects and other research initiatives were shared externally with key NQF organisations in systematic ways. SAQA hosted the Chairperson’s Lecture, Ben Parker Memorial Lecture and NQF research seminars which were attended by staff from the DHET, DBE, SAQA, the QCs, SETAs and other NQF organisations.

SAQA also hosted and participated in a wide range of conferences, seminars and workshops, all aimed at sharing information about the NQF and the principles and elements that underpin it with stakeholders.

As SAQA progressed with the development of policy and criteria required in the NQF landscape, it engaged its stakeholders at many occasions and on many levels.

SAQA has also extensively contributed to development of policy and legislation by providing comment on various draft policy and legislative documents.

Other forums where interaction with stakeholders took place included the NLRD Partners Forum, where information relating to the population of the NLRD was shared; the SAQA/DPSA Steering Committee for the Verification of Public Service Qualifications; the CAS Steering Committee and the NQF Steering Committee,
thus ensuring that stakeholder needs are heard and met.

Apart from the above, SAQA has published various publications to inform the public about the NQF, activities and products of SAQA, share research findings and policy matters, and other career advice information.

SAQA participated in a number of exhibitions across South Africa, including rural and disadvantaged areas, a highlight being the Mandela Day Career Festival. The focus was on publicising the NQF and Career Advice Helpline to high-school learners who need to make career-related choices and decisions. The key message to learners was to find the right information before choosing a qualification, institution and career.

Through the NQF and Career Advice Helpline, SAQA engaged with individual stakeholders to provide career advice and to address other matters relating to the NQF. Various pieces of advice were given to the Minister: HET, other departments and stakeholders such as SETAs and providers.

Internationally, SAQA also interacted with its counterparts. The following provides a summary of engagements:

- SAQA provided technical advice and support to the:
  - Ethiopian NQF;
  - Tanzanian NQF;
  - The African Union, specifically in ECOWAS and COMESA;
  - Development of professional teacher standards in the Commonwealth;
  - ASEAN RQF;
  - The Namibian Qualifications Authority; and
  - The Seychelles Qualifications Authority.

- SAQA hosted the following study visits:
  - Tanzania (July 2012);
  - Ethiopia (June 2012; December 2012);
  - Seychelles (November 2012);
  - China (January 2013); and
  - Uganda (January 2013).
PART D

HUMAN RESOURCES MANAGEMENT
Overview of HR Matters at SAQA:

The SAQA workforce is very stable with low staff turnover and virtually no vacancies at senior management level.

The HR Priorities for the year under review:

- To review and enhance the performance management system by appropriate learning and development interventions;
- To establish and maintain fair and affordable remuneration and benefit structure that are market related and attract and retain suitable staff, who contribute towards the delivery of SAQA’s mandate; and
- Instil a caring and organisational culture that ensures healthy relationships and labour peace.

Workforce Planning Priorities:

- Scarce skills within SAQA are mainly in the research environment and SAQA augments its capacity for research projects via partnerships with tertiary institutions with a view to developing researchers for the country; and
- Critical skills in the Directorate: Foreign Qualifications Evaluation and Advisory Services are mainly the evaluators and the staff turnover is very low with good retention rates.

Performance Management Framework:

- SAQA operates a formal Performance and Development Management System which provides for each staff member to have a job description, career path and formal performance contract. The career path provides for higher level competencies to be contracted and therefore underpins the developmental framework contained in the personal development plans of staff members. Performance assessments are conducted annually.

Employee Wellness Programme:

- SAQA has introduced a comprehensive Employee Wellness Programme in collaboration with Metropolitan Wellness. The programme provides 24/7 support for the following benefits/assistance:
  - Family challenges
  - Work-related challenges
  - Relationships
  - Financial advice
  - Personal budgeting
  - Stress management
  - Substance abuse
  - HIV and Aids
  - Legal advice
  - Health and wellness
  - Work/life support
  - Trauma

Policy Development:

Achievements:

- SAQA successfully reviewed the Performance and Development Management Policy, which is currently being implemented.
- The Employee Wellness Programme is a success and has impacted staff morale and harmonious workplace relationships. The organisation is being perceived as caring.
- A definitive highlight for the period is being awarded the IIP Standard.

Challenges:

- The ability to retain remuneration and benefits at a competitive level is being strained by budgetary constraints.
- Funding for CAS remains a challenge and alternative funding options are being pursued.

Future HR Plans:

- A greater focus is being placed on succession planning to ensure availability of competent staff members in key leadership positions.
- Staff development to ensure accountability and ownership has been identified as an important goal for the future.
Personnel cost by programme

<table>
<thead>
<tr>
<th>Programme</th>
<th>Total expenditure for the entity</th>
<th>Personnel expenditure</th>
<th>Personnel exp.as a % of total exp</th>
<th>No of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration and Support</td>
<td>79 029 073</td>
<td>35 852 208</td>
<td>32%</td>
<td>105</td>
</tr>
<tr>
<td>National Learners’ Records Database (NLRD)</td>
<td>7 817 527</td>
<td>4 356 591</td>
<td>4%</td>
<td>16</td>
</tr>
<tr>
<td>Registration and Recognition</td>
<td>8 494 234</td>
<td>7 152 412</td>
<td>6%</td>
<td>17</td>
</tr>
<tr>
<td>Foreign Qualification Evaluation and Advisory Services</td>
<td>15 821 943</td>
<td>13 482 898</td>
<td>12%</td>
<td>44</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>111 162 777</strong></td>
<td><strong>60 844 109</strong></td>
<td><strong>55%</strong></td>
<td><strong>182</strong></td>
</tr>
</tbody>
</table>

Personnel cost by salary band

<table>
<thead>
<tr>
<th>Paterson Band</th>
<th>Personnel expenditure</th>
<th>% of personnel exp. To total personnel cost</th>
<th>No of employees</th>
<th>Average personnel cost per employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>F Lower / E Upper</td>
<td>1 736 775</td>
<td>3%</td>
<td>2</td>
<td>868 388</td>
</tr>
<tr>
<td>E Lower</td>
<td>9 609 119</td>
<td>16%</td>
<td>11</td>
<td>873 556</td>
</tr>
<tr>
<td>D</td>
<td>11 686 283</td>
<td>19%</td>
<td>22</td>
<td>531 195</td>
</tr>
<tr>
<td>C</td>
<td>31 402 637</td>
<td>52%</td>
<td>115</td>
<td>273 066</td>
</tr>
<tr>
<td>B</td>
<td>5 541 412</td>
<td>9%</td>
<td>32</td>
<td>173 169</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>59 976 226</strong></td>
<td><strong>100%</strong></td>
<td><strong>182</strong></td>
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</table>

**Note:**

This total of personnel expenditure amount differs from the R60 844 109 in the tables above and below due to the following items that are not included in this figure; staff training, educational assistance, and recruitment costs.

Training costs

<table>
<thead>
<tr>
<th>Directorate / Business unit</th>
<th>Personnel expenditure</th>
<th>Training Expenditure</th>
<th>Training Expenditure as a % of Personnel costs</th>
<th>No of employees</th>
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</tr>
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<td>Registration and Recognition</td>
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<td>0.02%</td>
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</tr>
<tr>
<td>Foreign Qualification Evaluation and Advisory Services</td>
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<td><strong>Total</strong></td>
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<td><strong>632 763</strong></td>
<td><strong>1.04%</strong></td>
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## Employment and vacancies

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<tbody>
<tr>
<td></td>
<td>No of employees</td>
<td>Approved Posts</td>
<td>No of employees</td>
<td>Vacancies</td>
<td>% Of vacancies</td>
</tr>
<tr>
<td>Administration and Support</td>
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<td>105</td>
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<td>Foreign Qualifications Evaluation and Advisory Services</td>
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<td><strong>180</strong></td>
<td><strong>182</strong></td>
<td><strong>(-2)</strong></td>
<td><strong>1.1%</strong></td>
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### Administration & Support

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<td>No of employees</td>
<td>Approved Posts</td>
<td>No of employees</td>
<td>Vacancies</td>
<td>% Of vacancies</td>
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<td>F Lower / E Upper</td>
<td>1</td>
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<td>E Lower</td>
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<tr>
<td>C</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
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### Foreign Qualifications Evaluation and Advisory Services

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<td>No of employees</td>
<td>Vacancies</td>
<td>% Of vacancies</td>
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<td><strong>41</strong></td>
<td><strong>44</strong></td>
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### Recognition & Registration

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<tr>
<td></td>
<td>No of employees</td>
<td>Approved Posts</td>
<td>No of employees</td>
<td>Vacancies</td>
<td>% Of vacancies</td>
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<tr>
<td>F Lower / E Upper</td>
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<tr>
<td>E Lower</td>
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<td>1</td>
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<tr>
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<td>2</td>
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<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
<td><strong>16</strong></td>
<td><strong>17</strong></td>
<td><strong>(-1)</strong></td>
<td><strong>(-6.56%)</strong></td>
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</table>
### Programme

#### National Learners’ Records Database

<table>
<thead>
<tr>
<th>Programme</th>
<th>2011/2012</th>
<th>2012/2013</th>
<th>2012/2013</th>
<th>% Of vacancies</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Approved Posts</td>
<td>No of employees</td>
<td>Vacancies</td>
</tr>
<tr>
<td>F Lower / E Upper</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>E Lower</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
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<td>D</td>
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<td>8</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>18</strong></td>
<td><strong>16</strong></td>
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</table>

### Employment changes

#### Salary Band

<table>
<thead>
<tr>
<th>Salary Band</th>
<th>Employment at beginning of Period</th>
<th>Appointments</th>
<th>Terminations</th>
<th>Employment at end of Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>F Lower / E Upper</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>E Lower</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>D</td>
<td>21</td>
<td>2</td>
<td>1</td>
<td>22</td>
</tr>
<tr>
<td>C</td>
<td>95</td>
<td>29</td>
<td>9</td>
<td>115</td>
</tr>
<tr>
<td>B</td>
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<td><strong>Total</strong></td>
<td><strong>163</strong></td>
<td><strong>32</strong></td>
<td><strong>13</strong></td>
<td><strong>182</strong></td>
</tr>
</tbody>
</table>

### Reasons for staff turnover

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<tr>
<th>Reason</th>
<th>Number</th>
<th>% of total no. of Staff Leaving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Death</td>
<td>1</td>
<td>7.7%</td>
</tr>
<tr>
<td>Resignation</td>
<td>10</td>
<td>76.9%</td>
</tr>
<tr>
<td>Dismissal</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Retirement</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ill Health</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Expiry of contract</td>
<td>2</td>
<td>15.4%</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

### Labour Relations: Misconduct and disciplinary action

<table>
<thead>
<tr>
<th>Nature of disciplinary action</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Verbal Warning</td>
<td>1</td>
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<tr>
<td>Written Warning</td>
<td>6</td>
</tr>
<tr>
<td>Final Written Warning</td>
<td>0</td>
</tr>
<tr>
<td>Dismissal</td>
<td>0</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>7</strong></td>
</tr>
</tbody>
</table>
### Equity Target and Employment Equity Status

#### Paterson Band Male

<table>
<thead>
<tr>
<th>Paterson Band</th>
<th>African</th>
<th>Coloured</th>
<th>Indian</th>
<th>White</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Current</td>
<td>Target</td>
<td>Current</td>
<td>Target</td>
<td>Current</td>
<td>Target</td>
</tr>
<tr>
<td>F Lower / E Upper</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>E Lower</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>D</td>
<td>8</td>
<td>8</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>C</td>
<td>29</td>
<td>20</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>9</td>
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<td>B</td>
<td>1</td>
<td>21</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>A</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Total</td>
<td>39</td>
<td>51</td>
<td>6</td>
<td>7</td>
<td>2</td>
<td>6</td>
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</table>

#### Paterson Band Female

<table>
<thead>
<tr>
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<th>Coloured</th>
<th>Indian</th>
<th>White</th>
<th>Current</th>
<th>Target</th>
</tr>
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<td>Target</td>
<td>Current</td>
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<td>Current</td>
<td>Target</td>
</tr>
<tr>
<td>F Lower / E Upper</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>E Lower</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>D</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>C</td>
<td>60</td>
<td>34</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>B</td>
<td>31</td>
<td>20</td>
<td>0</td>
<td>2</td>
<td>0</td>
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</tr>
<tr>
<td>A</td>
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<td>0</td>
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<tr>
<td>Total</td>
<td>95</td>
<td>57</td>
<td>3</td>
<td>7</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

#### Paterson Band Staff with disabilities

<table>
<thead>
<tr>
<th>Paterson Band</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Current</td>
<td>Target</td>
</tr>
<tr>
<td>F Lower / E Upper</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>E Lower</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>D</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>C</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>B</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>A</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

SAQA CEO, Mr Joe Samuels, recognising staff for their achievements.
Statement of Responsibility for the Annual Financial Statements for the year ended 31 March 2013

The Accounting Authority is responsible for the preparation of SAQA's annual financial statements and for the judgements made in this information.

The Accounting Authority is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the annual financial statements.

In the opinion of the Board, which is the Accounting Authority, the financial statements fairly reflect the operations of SAQA for the financial year ended 31 March 2013.

The external auditors were engaged to express an independent opinion on SAQA's annual financial statements.

The SAQA annual financial statements for the year ended 31 March 2013 have been audited by the external auditors and their report is presented on pages 103 to 104.

The annual financial statements of the public entity set out on pages 105-126 have been approved by the Board.

MR JOE SAMUELS
CHIEF EXECUTIVE OFFICER

MR MJN NJEKE
CHAIRPERSON OF THE BOARD
We are pleased to present our report for the financial year ended 31 March 2013.

The Audit and Risk Committee is an independent statutory Committee appointed by the Board. In addition to its statutory responsibilities, further duties have been delegated to the Committee by the Board. This report deals with all of those duties and responsibilities.

Terms of Reference

The Committee has adopted formal terms of reference that have been approved by the Board. The Committee conducted its affairs in compliance with the terms of reference and discharged its responsibilities contained therein.

Role and Responsibilities

Statutory Duties

The Committee's role and responsibilities include statutory duties set out in Sections 76(4) (d) and 77 of the PMFA 1999 and Sections 3.1 and 27.1 of Treasury Regulations issued in terms of that Act and further responsibilities assigned to it by the Board. The Committee executed its duties in accordance with the requirements of King III.

External Auditor

In terms of the PFMA, the external auditor is the Auditor-General. The Committee, in consultation with the executive management, agreed to the engagement letter, audit plan and budgeted audit fees for the 2012/13 financial year. The Auditor-General was not asked to provide any non-audit services.

Financial Statements and Accounting policies and Practices

The Committee reviewed the Accounting Policies and Practices and the Financial Statements of the Authority and was satisfied that they were appropriate and complied with the effective Standards of Generally Recognised Accounting Practices including any interpretations, guidelines and directives issued by the Accounting Standards Board. No concerns or complaints in relation to the reporting practices of the organisation were received.

Internal Financial Controls

The Committee oversaw the process in terms of which the internal audit provided a written assessment of the effectiveness of SAQA’s system of internal control and risk management, including internal financial controls. This written assessment formed the basis of the Committee’s recommendation to the Board, which in turn informs the Board’s Report. The Board Report on the effectiveness of the system of internal control is in section 20 on page 89. The Committee supports the opinion of the Board in this regard.

Concerns and Complaints

No concerns or complaints, whether from within or outside SAQA, relating to the accounting practices and internal audit, the content or auditing of the financial statements or any related matters were received during the 2012/13 financial year.

Duties Assigned by the Board

In addition to the statutory duties of the Committee, as reported on above, the Board has determined further functions for the Committee to perform as set out in the Committee’s terms of reference. These include the following:

Integrated Reporting and Combined Assurance

The Committee fulfils an oversight role regarding the integrated report and the reporting process.

The Committee considered the organisation’s sustainability information as disclosed in the Annual Integrated Report and assessed its consistency with operational and other information known to Audit and Risk Committee members and, for consistency, with the annual financial statements. The Committee discussed the sustainability information with management and considered the conclusion of the external auditor.
The Committee was satisfied that the sustainability information is reliable and consistent with the financial results.

The Committee recommended to the Board that an external assurance provider should not be appointed to perform an assurance engagement on key performance indicators included in the sustainability reporting. It made this recommendation because it believed that the relatively straightforward nature and extent of the information did not warrant such an appointment.

**Going Concern**

The Committee reviewed a documented assessment including key assumptions, prepared by management, of the going concern status of the Authority and accordingly made a recommendation to the Board. The Board statement on the going concern status of SAQA is set out on page 105.

**Governance of Risk**

The Board has assigned oversight of the risk management function to the Committee. The Committee reviewed the risk management process, the effectiveness of risk management activities, the key risks facing the Authority and the responses to address them. The Committee fulfilled its oversight role regarding financial reporting risks, internal financial controls, fraud and information technology risks as they relate to financial reporting.

**Internal Audit**

The Committee ensured that the internal audit function was independent and had the necessary resources, standing and authority to enable it to discharge its duties. Furthermore the Committee oversaw co-operation between the internal and external auditors and served as the link between the Board and these functions.

The Committee reviewed and recommended the internal audit charter to the board for approval. The annual audit plan was approved by the Committee.

The internal auditor reported to the Committee. It reviewed and provided assurance on the adequacy of the internal control environment within the Authority’s operations. The head of the internal audit team had direct access to the Committee, through its chairman.

The Committee assessed the performance of the internal audit function.

---

**Evaluation of the Expertise and Experience of the Finance Director and Finance Function**

The Committee satisfied itself that the Finance Director had appropriate expertise and experience.

The Committee satisfied itself with the appropriateness of the expertise and adequacy of resources of the finance function and the experience of the senior members of management responsible for the finance function.
REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the financial statements of the South African Qualifications Authority (SAQA) set out on pages 108 to 126, which comprise the statement of financial position as at 31 March 2013, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting authority’s responsibility for the financial statements

2. The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General’s responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2001) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the South African Qualification Authority as at 31 March 2013, and its financial performance and cash flows for the year then ended in accordance with SA Standards of GRAP and the requirements of the PFMA.

Emphasis of matter

7. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Restatement of corresponding figures

8. As disclosed in note 26 to the financial statements, the corresponding figures for 31 March 2012 have been restated as a result of an error discovered...
REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

9. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

10. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages 36 to 80 of the annual report.

11. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the National Treasury’s Framework for managing programme performance information (FMPPI).

12. The reliability of the information in respect of the selected objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

13. There were no material findings on SAQA’s annual performance report concerning the usefulness and reliability of the information.

Compliance with laws and regulations

14. I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the general notice issued in terms of the PAA are as follows:

Annual financial statements

15. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 55(1) of the PFMA. Material misstatements on deferred income and commitments identified by the auditors in the submitted financial statements were subsequently corrected.

Internal control

16. I considered internal control relevant to my audit of the financial statements, programme performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiencies that resulted in the findings on compliance with laws and regulations included in this report.

Financial and performance management

17. Although the entity has sound internal controls over the daily and monthly processing and reconciliation of transactions, these were not effectively implemented in some areas, which resulted in material adjustments to the financial statements on the affected balances, as reported in paragraph 15 of this report.

Pretoria
31 July 2013

Auditor-General

Auditing to build public confidence
SAQA is a statutory body established by the National Qualifications Framework (NQF) Act No 67 of 2008. SAQA’s main mandate is to advance the objectives of the NQF, to oversee the implementation and further development of the NQF and to co-ordinate the sub-frameworks. In terms of the Public Finance Management Act (PFMA) SAQA is a schedule 3 A National Public Entity and is listed under that Schedule in the PFMA. The SAQA Board is the accounting authority for the activities of the entity.

1. Nature of entity
The Authority is a public entity domiciled in South Africa.

2. Nature of entity’s operations
The nature of the entity’s business is set out in the NQF Act No.67 of 2008, and is to oversee the development and implementation of the National Qualifications Framework (NQF) and to ensure the achievement of its objectives.

3. Going concern
The Board believes that SAQA will continue to be a going concern for the financial year ahead. Accordingly, it continues to adopt the going concern basis in preparing the financial statements. In arriving at this view, the Board took into account the current sound financial position and the requirement of the Minister: HET, in terms of the NQF Act, to fund the Authority’s activities.

4. Events after the reporting period
No adjusting events, or non-adjusting events requiring disclosure, occurred after the reporting period.

5. Principal activities
- Oversee the implementation of the NQF
- Develop a system of collaboration to guide the mutual relations of SAQA and the QCs.
- Develop and publish level descriptors for each level of the NQF
- Develop and implement policy and criteria for the development, registration and publication of the qualifications and part-qualifications on the NQF. Register qualifications and part-qualifications on the NQF. Develop policy and criteria for assessment, recognition of prior learning and credit accumulation and transfer.
- Develop and implement policy and criteria for recognising a professional body and registering a professional designation. Recognition of professional bodies and registration of professional designations on the NQF
- Collaborate with international counterparts on all matters of mutual interest concerning qualifications frameworks.
- Conduct and commission research of education and training systems.
- Maintain the National Learners’ Records Database (NLRD) as the key national source of information for human resource development in South Africa, including verification of qualifications.
- Maintain and develop SAQA’s Directorate Foreign Qualifications Evaluation and Advisory Services (DFQEAS) as the national recognition information centre for foreign and domestic learning and qualifications.
- Advocacy of the National Qualifications Framework (NQF).
- NQF and Career Advice Services

6. Property, plant and equipment
There were no changes in the nature of property, plant and equipment or in the policy regarding to their use.
during the year. Capital expenditure on property, plant and equipment and intangible assets for the year amounted to R10 852 737 (2012: R3 386 709).

Details are contained in notes 9 and 10 to the financial statements.

7. Intangible assets

The National Career Advice Portal (NCAP) software as reflected in note 10 of the annual financial statements has been developed with funding allocated for the Career Advice Services (CAS) project. The initial period of the CAS project ends on the 31 August 2013. Ongoing funding for the continuation of the CAS project is pending.

<table>
<thead>
<tr>
<th>Attendance fees</th>
<th>Remuneration</th>
<th>Fees for Other Services Rendered</th>
<th>Travel Costs</th>
<th>Provision for Performance Bonus</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr J Samuels</td>
<td>-</td>
<td>1 209 280</td>
<td>-</td>
<td>-</td>
<td>168 949 1 378 229</td>
</tr>
<tr>
<td>Non-Executive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr MJN Njeke-Chairperson</td>
<td>-</td>
<td>278 488</td>
<td>-</td>
<td>-</td>
<td>- 278 488</td>
</tr>
<tr>
<td>5th Board Members</td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Mr D Adler</td>
<td>61 967</td>
<td>-</td>
<td>261 881</td>
<td>8 293</td>
<td>- 332 141</td>
</tr>
<tr>
<td>Ms CT Duba</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4 456</td>
<td>- 4 456</td>
</tr>
<tr>
<td>Adv KS Malunga</td>
<td>24 509</td>
<td>-</td>
<td>-</td>
<td>3 374</td>
<td>- 27 883</td>
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<tr>
<td>Mr SFA Mokonane</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>18 873</td>
<td>- 18 873</td>
</tr>
<tr>
<td>Ms N Moodley</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4 998</td>
<td>- 4 998</td>
</tr>
<tr>
<td>Ms S Muller</td>
<td>56 383</td>
<td>-</td>
<td>-</td>
<td>322</td>
<td>- 56 705</td>
</tr>
<tr>
<td>Dr V Toni-Penxa</td>
<td>43 688</td>
<td>-</td>
<td>-</td>
<td>19 607</td>
<td>- 63 295</td>
</tr>
<tr>
<td>Mr O Sipuka</td>
<td>48 624</td>
<td>-</td>
<td>-</td>
<td>2 644</td>
<td>- 51 268</td>
</tr>
<tr>
<td>Prof TG Schultz</td>
<td>8 906</td>
<td>-</td>
<td>-</td>
<td>4 059</td>
<td>- 12 965</td>
</tr>
</tbody>
</table>

244 077 1 487 768 261 881 66 626 168 949 2 229 301

9. Financial Statements

The financial statements are prepared in accordance with accounting standards as set out in note 1 to the financial statements on page 110 thereof.

10. Error

During the current year it was established that the fixed assets register was not correctly amortising the additions to the DFQEAS Workflow system over the last few years. The additions were being amortised over 5 years in each case instead of over the remaining useful lifetime of the asset. A correction of this prior period error is disclosed in note 26 of the annual financial statements.

11. Auditors

The Auditor-General will continue in office as External Auditor in accordance with section 13 of the National Qualifications Framework Act.
The Auditor-General expresses an opinion on the financial statements. The audit has been performed in terms of section 188 of the Constitution of the Republic of South Africa Act 1996, read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) and section 13 of the National Qualifications Framework Act (Act No. 67 of 2008). The audit is conducted in accordance with International Standards on Auditing.

12. Fair Presentation

The financial statements fairly present the state of affairs of SAQA at 31 March 2013, the results of its operations and cash flow information for the year then ended. These were signed by the Chairperson and the Chief Executive Officer on behalf of SAQA on the 17 July 2013.

13. Projects

Projects support continued to play a role in the realisation of SAQA’s objectives. The members are grateful for the contributions to the Authority by the project partners for the year.

<table>
<thead>
<tr>
<th>Projects</th>
<th>1 April 2012 Opening Balance</th>
<th>Current Year Income</th>
<th>Current Year Expenditure/Release/Refund</th>
<th>31 March 2013 Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council on Higher Education</td>
<td>821 269</td>
<td>1 285 000</td>
<td>(1 200 785)</td>
<td>905 484</td>
</tr>
<tr>
<td>National Skills Fund-Career Advice Services</td>
<td>(1 745 324)</td>
<td>49 993 163</td>
<td>(42 629 961)</td>
<td>5 617 878</td>
</tr>
<tr>
<td></td>
<td>(924 055)</td>
<td>51 278 163</td>
<td>(43 830 746)</td>
<td>6 523 362</td>
</tr>
</tbody>
</table>
# STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2013

## Figures in Rand

<table>
<thead>
<tr>
<th>Note(s)</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>114 801 340</td>
<td>86 885 556</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(111 056 715)</td>
<td>(91 498 166)</td>
</tr>
<tr>
<td><strong>Operating surplus (deficit)</strong></td>
<td>3 744 625</td>
<td>(4 612 610)</td>
</tr>
<tr>
<td>Investment revenue</td>
<td>1 311 076</td>
<td>1 601 094</td>
</tr>
<tr>
<td><strong>Surplus (deficit) for the year</strong></td>
<td>5 055 701</td>
<td>(3 011 516)</td>
</tr>
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</table>

# STATEMENT OF FINANCIAL POSITION
for the year ended 31 March 2013

## Figures in Rand

### Assets

<table>
<thead>
<tr>
<th>Note(s)</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>177 309</td>
<td>201 069</td>
</tr>
<tr>
<td>Trade and other receivables from exchange transactions</td>
<td>2 636 185</td>
<td>3 748 253</td>
</tr>
<tr>
<td>Prepaid expense</td>
<td>1 482 409</td>
<td>832 095</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>27 652 082</td>
<td>21 408 123</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>31 947 985</td>
<td>26 189 540</td>
</tr>
</tbody>
</table>

| Non-Current Assets | 9 | 17 904 746 | 17 649 906 |
| Intangible assets | 11 | 3 979 627 | 7 391 626 |
| Operating lease asset | 15 | 39 969 | 50 950 |

| **Total Assets** | 60 984 052 | 47 688 023 |

### Liabilities

<table>
<thead>
<tr>
<th>Note(s)</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred Income</td>
<td>9 044 701</td>
<td>2 827 904</td>
</tr>
<tr>
<td>Trade and other payables from exchange transactions</td>
<td>10 870 770</td>
<td>8 855 270</td>
</tr>
<tr>
<td>VAT payable</td>
<td>35 161</td>
<td>27 131</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>19 950 632</td>
<td>11 710 305</td>
</tr>
</tbody>
</table>

### Net Assets

<table>
<thead>
<tr>
<th>Note(s)</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulated surplus</td>
<td>41 033 420</td>
<td>35 977 718</td>
</tr>
</tbody>
</table>
### STATEMENT OF CHANGES IN NET ASSETS

for the year ended 31 March 2013

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>Accumulated surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td>As previously stated</td>
<td>38 676 520</td>
</tr>
<tr>
<td>Correction of prior period error</td>
<td>312 714</td>
</tr>
<tr>
<td><strong>Balance at 01 April 2011</strong></td>
<td>38 989 234</td>
</tr>
<tr>
<td>Deficit as previously stated</td>
<td>(3 076 623)</td>
</tr>
<tr>
<td>Correction of prior year error</td>
<td>65 107</td>
</tr>
<tr>
<td><strong>Changes in net assets</strong></td>
<td>(3 011 516)</td>
</tr>
<tr>
<td>As previously stated</td>
<td>35 599 898</td>
</tr>
<tr>
<td>Correction of prior period error</td>
<td>377 821</td>
</tr>
<tr>
<td><strong>Balance at 01 April 2012</strong></td>
<td>35 977 719</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>5 055 701</td>
</tr>
<tr>
<td><strong>Balance at 31 March 2013</strong></td>
<td>41 033 420</td>
</tr>
</tbody>
</table>

### CASH FLOW STATEMENT

for the year ended 31 March 2013

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>Note(s) 2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rendering of services</td>
<td>25 507 124</td>
<td>23 455 347</td>
</tr>
<tr>
<td>Grants</td>
<td>45 723 000</td>
<td>43 435 000</td>
</tr>
<tr>
<td>Interest income</td>
<td>1 311 076</td>
<td>1 601 093</td>
</tr>
<tr>
<td>Project funding received</td>
<td>42 629 961</td>
<td>19 995 209</td>
</tr>
<tr>
<td><strong>Total receipts</strong></td>
<td>115 171 161</td>
<td>88 486 649</td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid to suppliers and employees</td>
<td>(98 110 130)</td>
<td>(88 842 606)</td>
</tr>
<tr>
<td><strong>Net cash flows from operating activities</strong></td>
<td>14</td>
<td>17 061 031</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>9</td>
<td>(2 966 053)</td>
</tr>
<tr>
<td>Proceeds from sale of property, plant and equipment</td>
<td></td>
<td>35 663</td>
</tr>
<tr>
<td>Purchase of intangible assets</td>
<td>10</td>
<td>(7 886 684)</td>
</tr>
<tr>
<td><strong>Net cash flows from investing activities</strong></td>
<td></td>
<td>(10 817 074)</td>
</tr>
<tr>
<td><strong>Net increase/(decrease) in cash and cash equivalents</strong></td>
<td>6 243 957</td>
<td>(3 742 016)</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the year</td>
<td>21 408 123</td>
<td>25 150 134</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at the end of the year</strong></td>
<td>8</td>
<td>27 652 080</td>
</tr>
</tbody>
</table>
ACCOUNTING POLICIES

1. Basis of preparation

The annual financial statements have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

The financial statements have been prepared on the historical cost basis except for financial instruments stated at fair value as disclosed in the notes below. The financial statements are presented in South African Rands.

1.1 Property, plant and equipment

Items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Costs include expenditure that is directly attributable to the acquisition of the assets.

SAQA recognises in the carrying amount of property, plant and equipment the cost of replacing part of such an item when the cost is incurred if it is probable that the future economic benefit or service potential embodied within the item will flow to SAQA and the cost can be measured reliably. All other costs are recognised in the statement of financial performance when incurred.

Where property, plant and equipment is acquired through a non-exchange transaction, its cost is its fair value as at the date of acquisition.

SAQA regularly maintains the property, plant and equipment in such a way that it does not incur any further costs for restoration expenses.

Land is not depreciated. Depreciation is charged to the statement of financial performance on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. The estimated useful lives are as follows:

<table>
<thead>
<tr>
<th>Asset</th>
<th>Useful life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>50 years</td>
</tr>
<tr>
<td>Security and CCTV system</td>
<td>20 years</td>
</tr>
<tr>
<td>Computer file servers</td>
<td>4 years</td>
</tr>
<tr>
<td>Office furniture and equipment</td>
<td>5 years</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>10 years</td>
</tr>
<tr>
<td>Storage Area Network</td>
<td>5 years</td>
</tr>
<tr>
<td>IT equipment</td>
<td>3 years</td>
</tr>
<tr>
<td>Central airconditioning system</td>
<td>10 years</td>
</tr>
<tr>
<td>Parking garage</td>
<td>50 years</td>
</tr>
</tbody>
</table>

Depreciation methods, estimated useful lives and residual values are assessed annually.

1.2 Intangible assets

An intangible asset is recognised at cost if it is probable that future economic benefits or service potential will flow to the Authority. Amortisation is charged on a systematic basis over the estimated useful lives of the intangible assets.

The estimated useful life of intangible assets in respect of the DFQEAR Workflow system software developed is 5 years.

The estimated useful life of intangible assets in respect of the National Career Advice Portal (NCAP) software developed is 5 years.

The intangible asset in respect of the NLTD has been assessed as having a useful life of 10 years.

Subsequent expenditure on capitalised intangible assets is capitalised only if it increases the future benefits or service potential embodied in the specific asset to which it relates. The carrying amounts are reviewed at financial position date to determine whether there is any indication of impairment. The estimated useful lives and residual values are reassessed annually.

1.3 Inventories

Inventories, which consist of stationery, are carried at the lower of cost and net realisable value. The cost of inventories comprises all costs of purchase and other costs incurred in bringing the inventories to their existing location and condition, and is determined using the first-in, first-out method. Obsolete, redundant and slow moving inventory is identified on a regular basis and written down to its estimated net realisable value.
1.4 Provisions
Provisions are recognised in the statement of financial position when:

- SAQA has a present legal obligation as a result of a past event and
- it is probable that an outflow of economic benefits will be required to settle the obligation.

If the effect is material, provisions are determined by discounting the expected future cash flows at a rate which reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

Provision for onerous contracts is recognised when the expected benefits to be derived from the contracts are lower than the unavoidable cost of meeting the obligations under the contracts. A provision is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before a provision is established, SAQA recognises any impairment loss on the asset associated with the contract.

1.5 Employee benefits
Short-term employee benefits
The cost of all short term employee benefits is recognised during the period in which the employee renders the related service.

The provisions for employee entitlements to wages, salaries and annual leave represent the amount that SAQA has a present obligation to pay as a result of employees’ services provided to the statement of financial position date. The provisions have been calculated at undiscounted amounts on current wage and salary rates.

Defined contribution plans
Contributions are charged against the statement of financial performance as incurred.

1.6 Revenue
NLRD Services
Verification fees for learner achievements are recognised once the services have been rendered and they become due and payable.

Commissioned data analysis fee income is recognised upon the completion of the analysis.

Support for the Information Administrator Learnerships is recognised in the period during which the learnerships are undertaken.

Sales of books and CD's with published information is recognised on date of sale.

Evaluation fees
Evaluation fees are recognised when the evaluation reports are delivered.

Government, donor and project grants
Any Government or International donor grant is initially recognised in the statement of financial position as deferred revenue when there is reasonable assurance that the conditions attached to it will be complied with and that the grant will be received.

Subsequent to initial recognition:

- Grants for the purpose of giving immediate financial support with no future related costs are recognised in the statement of financial performance in the period in which they become receivable.
- Grants that compensate the entity for expenses or losses incurred are recognised as revenue in the statement of financial performance on a systematic basis in the same periods in which the expenses or losses are incurred.

Grants received that carry any restrictions or conditions as to the use thereof are held in a deferred revenue account until such time as the conditions or stipulations related thereto have been fulfilled or a repayment has been made. Effectively each grant is assessed to determine if any liability exists and if so, the grant is recorded as deferred revenue until such time as there is no longer any liability by the entity that relates to that grant.

Rental income
Rental income is recognised in the statement of financial performance on a straight-line basis over the period of the lease. Lease incentives granted are recognised as an integral part of the total rental income.
Operating Lease
Payments made under operating leases are recognised in the statement of financial performance on a straight-line basis over the term of the leases. Lease incentives received are recognised in the statement of financial performance as an integral part of the total lease expense.

1.7 Finance income
Interest is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the entity.

1.8 Financial instruments
Initial recognition and measurement
Financial assets and financial liabilities are recognised in SAQA’s statement of financial position when SAQA becomes party to the contractual provisions of the instrument. Financial assets and liabilities are recognised initially at fair value. In the case of financial assets or liabilities not classified at fair value through the statement of financial performance, transaction costs that are directly attributable to the acquisition or issue of the financial instrument are added to the fair value. Financial assets are derecognised if the Authority’s contractual rights to the cash flows from the financial assets expire or if SAQA transfers the financial assets to another party without retaining control or substantially all risks and rewards of the asset. Financial liabilities are derecognised if the Authority’s obligations specified in the contract expire or are discharged or cancelled.

Gains and losses on subsequent measurement
Gains and losses arising from a change in fair value of financial instruments that are not part of a hedging relationship are included in net surplus or deficit in the period in which the change arises.

Trade and other receivables
Trade and other receivables are stated at their amortised cost using the effective interest rate method less impairment losses.

Trade and other payables
Trade and other payables are stated at amortised cost using the effective interest rate method.

Cash and cash equivalents
Cash and cash equivalents consist of the balances on the current and call investment accounts and the cash on hand.

Cash and cash equivalents are measured at fair value, based on the relevant exchange rates at reporting date.

Financial liabilities
Non-derivative financial liabilities are recognised at amortised cost, comprising original debt less principal payments using the effective interest rate method.

Offset
Financial assets and financial liabilities are offset and the net amount reported in the statement of financial position when SAQA has a legally enforceable right to set off the recognised amounts, and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Foreign currency transactions and balances
Transactions denominated in foreign currencies are translated at the rate of exchange ruling at the transaction date. Any remaining balances denominated in foreign currencies are translated at the rate of exchange ruling at the financial position date. Gains or losses arising on translation are credited to or charged against the statement of financial performance.

1.9 Impairment of assets
The carrying amounts of SAQA’s assets, are reviewed at each statement of financial position date to determine whether there is any indication of impairment. If there is any indication that an asset may be impaired, its recoverable service amount is the higher of its fair value less costs to sell and its value in use.

Value in use is the present value of the asset’s remaining service potential. This is determined using the depreciated replacement cost method. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.
A previously recognised impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset’s carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

1.10 Related parties

The Authority operates in an economic environment currently dominated by entities directly or indirectly owned by the South African Government. As a result of the constitutional independence of all three spheres of government in South Africa, only parties within the national sphere of Government are considered to be related parties.
## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

### Figures in Rand

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2. Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>88 352 961</td>
<td>61 430 209</td>
</tr>
<tr>
<td>Evaluation fees</td>
<td>18 017 200</td>
<td>15 132 434</td>
</tr>
<tr>
<td>NLRD services</td>
<td>170 701</td>
<td>204 340</td>
</tr>
<tr>
<td>Verifications services</td>
<td>1 537 606</td>
<td>3 664 255</td>
</tr>
<tr>
<td>Rent</td>
<td>1 626 733</td>
<td>1 751 835</td>
</tr>
<tr>
<td>NQF support link royalty income</td>
<td>-</td>
<td>29 043</td>
</tr>
<tr>
<td>Profit on sale of property, plant and equipment</td>
<td>35 663</td>
<td>-</td>
</tr>
<tr>
<td>Sundry *</td>
<td>5 060 476</td>
<td>4 673 440</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>114 801 340</td>
<td>86 885 556</td>
</tr>
</tbody>
</table>

* Included in Sundry income in each of the financial years is income from the QCTO for the secondment of two staff members in 2013 and six staff members in 2012.

### Income from QCTO

- Secondment of staff: 942 774, 2 713 695

### 3. Grants

- Department of Higher Education and Training: 45 723 000, 41 435 000
- National Skills Fund - Career advice services: 42 629 961, 19 579 074
- Other budgetary institutions (SETA's): -416 135

**Total Grants**: 88 352 961, 61 430 209

### 4. Operating expenses

Operating surplus (deficit) for the year is stated after accounting for the following:

#### Auditors' Remuneration

- External audit: 816 503, 578 599
- Internal audit: 398 640, 328 364

**Total Auditors’ Remuneration**: 1 215 143, 906 963

#### Board Members Remuneration

#### Remuneration of Chief Executive officer

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Remuneration</td>
<td>1 077 456</td>
<td>1 062 145</td>
</tr>
<tr>
<td>Contributions to Pension Fund</td>
<td>131 824</td>
<td>116 069</td>
</tr>
<tr>
<td>Performance Bonus Paid</td>
<td>-</td>
<td>281 205</td>
</tr>
<tr>
<td>Performance Bonus Provision</td>
<td>168 949</td>
<td>-</td>
</tr>
<tr>
<td>Leave paid</td>
<td>-</td>
<td>222 221</td>
</tr>
</tbody>
</table>

**Total Remuneration of Chief Executive officer**: 1 378 229, 1 681 640
## Figures in Rand

### Non-Executive Members

#### Remuneration of chairperson

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Remuneration</td>
<td>278 488</td>
<td>266 496</td>
</tr>
</tbody>
</table>

#### Remuneration of Members

<table>
<thead>
<tr>
<th>Service</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting attendance fees</td>
<td>244 077</td>
<td>135 624</td>
</tr>
<tr>
<td>Travel re-imbursement</td>
<td>66 626</td>
<td>58 072</td>
</tr>
<tr>
<td>Other services</td>
<td>261 881</td>
<td>79 635</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>572 584</strong></td>
<td><strong>273 331</strong></td>
</tr>
</tbody>
</table>

### Employee Related Costs

<table>
<thead>
<tr>
<th>Service</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remuneration</td>
<td>53 804 459</td>
<td>44 618 383</td>
</tr>
<tr>
<td>Pension Fund contributions</td>
<td>5 289 421</td>
<td>4 624 255</td>
</tr>
<tr>
<td>Statutory contributions</td>
<td>444 989</td>
<td>481 399</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59 538 869</strong></td>
<td><strong>49 724 037</strong></td>
</tr>
</tbody>
</table>

### Depreciation and Amortisation

<table>
<thead>
<tr>
<th>Asset</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>45 611</td>
<td>141 597</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>260 354</td>
<td>229 320</td>
</tr>
<tr>
<td>IT equipment</td>
<td>2 169 640</td>
<td>1 825 407</td>
</tr>
<tr>
<td>Central airconditioning system</td>
<td>235 607</td>
<td>235 607</td>
</tr>
<tr>
<td>Parking garage</td>
<td>-</td>
<td>46 019</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>592 685</td>
<td>891 973</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3 303 897</strong></td>
<td><strong>3 369 923</strong></td>
</tr>
</tbody>
</table>

### Other

<table>
<thead>
<tr>
<th>Service</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss on sale of property, plant and equipment</td>
<td>-</td>
<td>6 867</td>
</tr>
<tr>
<td>Loss / (profit) on exchange differences</td>
<td>4 104</td>
<td>(7 122)</td>
</tr>
<tr>
<td>Printing</td>
<td>3 699 691</td>
<td>2 320 433</td>
</tr>
<tr>
<td>Consulting and professional fees</td>
<td>13 304 801</td>
<td>12 857 870</td>
</tr>
<tr>
<td>Advertising and advocacy</td>
<td>8 544 060</td>
<td>6 628 842</td>
</tr>
<tr>
<td>Sundry expenses</td>
<td>19 216 849</td>
<td>13 468 886</td>
</tr>
<tr>
<td><strong>Total Operating expenses</strong></td>
<td><strong>44 769 505</strong></td>
<td><strong>35 275 776</strong></td>
</tr>
</tbody>
</table>

### Total Operating expenses

<table>
<thead>
<tr>
<th>Service</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Operating expenses</strong></td>
<td><strong>111 056 715</strong></td>
<td><strong>91 498 166</strong></td>
</tr>
</tbody>
</table>

### 5. Investment revenue

#### Interest revenue

<table>
<thead>
<tr>
<th>Service</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporation for Public Deposits</td>
<td>1 311 076</td>
<td>1 601 094</td>
</tr>
</tbody>
</table>
NOTES TO THE ANNUAL FINANCIAL STATEMENTS (continued)

Figures in Rand

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Inventories</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stationery</td>
<td>177 309</td>
<td>201 069</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. Trade and other receivables from exchange transactions</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>2 578 613</td>
<td>3 610 664</td>
</tr>
<tr>
<td>SARS - PAYE</td>
<td>21 271</td>
<td>21 271</td>
</tr>
<tr>
<td>Staff debtors</td>
<td>36 301</td>
<td>116 318</td>
</tr>
<tr>
<td></td>
<td>2 636 185</td>
<td>3 748 253</td>
</tr>
</tbody>
</table>

Credit quality of trade and other receivables

The credit quality of trade and other receivables that are neither past nor due nor impaired was assessed by reference to historical information about counterparty default rates:

Fair value of trade and other receivables

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other receivables</td>
<td>2 636 185</td>
<td>3 748 253</td>
</tr>
</tbody>
</table>

Trade and other receivables not impaired

Trade and other receivables which are past due are not considered to be impaired as SAQA is confident that all amounts outstanding will be recovered in full.

The ageing of amounts due but not impaired is as follows:

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current due (1 month)</td>
<td>2 058 758</td>
<td>2 632 981</td>
</tr>
<tr>
<td>2 months past due</td>
<td>80 825</td>
<td>870 141</td>
</tr>
<tr>
<td>&gt;3 months past due</td>
<td>496 602</td>
<td>245 131</td>
</tr>
<tr>
<td></td>
<td>2 636 185</td>
<td>3 748 253</td>
</tr>
</tbody>
</table>

The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable mentioned above. The Authority does not hold any collateral as security.

The trade receivables have not been discounted as the amount is not material.

8. Cash and cash equivalents

Cash and cash equivalents consist of:

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash on hand</td>
<td>1 866</td>
<td>3 000</td>
</tr>
<tr>
<td>Bank balances</td>
<td>9 412 350</td>
<td>454 756</td>
</tr>
<tr>
<td>Corporation for Public Deposits</td>
<td>18 237 866</td>
<td>20 950 367</td>
</tr>
<tr>
<td></td>
<td>27 652 082</td>
<td>21 408 123</td>
</tr>
</tbody>
</table>

The average weekly balance of funds held at the Corporation for Public Deposits over the financial year was R24.3 million (2012: R28.8 million) and the average interest rate over the same period was 5.13% (2012: 5.44%).
### 9. Property, plant and equipment

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost</td>
<td>Accumulated depreciation and accumulated impairment</td>
</tr>
<tr>
<td>Land</td>
<td>515 455</td>
<td>-</td>
</tr>
<tr>
<td>Buildings</td>
<td>12 002 788</td>
<td>(3 329 349)</td>
</tr>
<tr>
<td>Parking garage</td>
<td>4 047 110</td>
<td>(372 428)</td>
</tr>
<tr>
<td>Central airconditioning system</td>
<td>1 958 563</td>
<td>(1 755 817)</td>
</tr>
<tr>
<td><strong>Subtotal: land and buildings</strong></td>
<td>18 523 916</td>
<td>(5 457 594)</td>
</tr>
<tr>
<td>IT equipment</td>
<td>14 221 472</td>
<td>(10 192 965)</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>199 516</td>
<td>(52 704)</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>3 572 619</td>
<td>(2 909 514)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>36 517 523</td>
<td>(18 612 777)</td>
</tr>
</tbody>
</table>

**Reconciliation of property, plant and equipment - 2013**

<table>
<thead>
<tr>
<th></th>
<th>Opening balance</th>
<th>Additions</th>
<th>Carrying amount on disposals</th>
<th>Depreciation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>515 455</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>515 455</td>
</tr>
<tr>
<td>Buildings</td>
<td>8 032 335</td>
<td>686 715</td>
<td>-</td>
<td>(45 611)</td>
<td>8 673 439</td>
</tr>
<tr>
<td>Parking garage</td>
<td>3 674 682</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3 674 682</td>
</tr>
<tr>
<td>Central airconditioning system</td>
<td>438 353</td>
<td>-</td>
<td>-</td>
<td>(235 607)</td>
<td>202 746</td>
</tr>
<tr>
<td><strong>Subtotal: land and buildings</strong></td>
<td>12 660 825</td>
<td>686 715</td>
<td>-</td>
<td>(281 218)</td>
<td>13 066 322</td>
</tr>
<tr>
<td>IT equipment</td>
<td>4 377 720</td>
<td>1 820 427</td>
<td>-</td>
<td>(2 169 640)</td>
<td>4 028 507</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>-</td>
<td>146 812</td>
<td>-</td>
<td>-</td>
<td>146 812</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>611 361</td>
<td>312 099</td>
<td>-</td>
<td>(260 355)</td>
<td>663 105</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>17 649 906</td>
<td>2 966 053</td>
<td>-</td>
<td>(2 711 213)</td>
<td>17 904 746</td>
</tr>
</tbody>
</table>

**Reconciliation of property, plant and equipment - 2012**

<table>
<thead>
<tr>
<th></th>
<th>Opening balance</th>
<th>Additions</th>
<th>Carrying amount on disposals</th>
<th>Depreciation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>515 455</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>515 455</td>
</tr>
<tr>
<td>Buildings</td>
<td>8 019 033</td>
<td>154 900</td>
<td>-</td>
<td>(141 598)</td>
<td>8 032 335</td>
</tr>
<tr>
<td>Parking garage</td>
<td>3 720 701</td>
<td>-</td>
<td>-</td>
<td>(46 019)</td>
<td>3 674 682</td>
</tr>
<tr>
<td>Central airconditioning system</td>
<td>673 960</td>
<td>-</td>
<td>-</td>
<td>(235 607)</td>
<td>438 353</td>
</tr>
<tr>
<td><strong>Subtotal: land and buildings</strong></td>
<td>12 929 149</td>
<td>154 900</td>
<td>-</td>
<td>(423 224)</td>
<td>12 660 825</td>
</tr>
<tr>
<td>IT equipment</td>
<td>3 675 968</td>
<td>2 533 999</td>
<td>(6 840)</td>
<td>(1 825 407)</td>
<td>4 377 720</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>634 527</td>
<td>206 831</td>
<td>(677)</td>
<td>(229 320)</td>
<td>611 361</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>17 239 644</td>
<td>2 895 730</td>
<td>(7 517)</td>
<td>(2 477 951)</td>
<td>17 649 906</td>
</tr>
</tbody>
</table>
NOTES TO THE ANNUAL FINANCIAL STATEMENTS (continued)

SAQA acquired the land and buildings at 1067 Arcadia Street, Hatfield, Pretoria, Erf 637 Hatfield, on 1 October 2002 for R5 400 000. Net improvements to land and buildings to date amount to R13 123 917 (2012: R12 600 355).

Figures in Rand

<table>
<thead>
<tr>
<th>Details of property</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>5 400 000</td>
<td>5 400 000</td>
</tr>
<tr>
<td>Improvements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2002</td>
<td>551 259</td>
<td>551 259</td>
</tr>
<tr>
<td>2004</td>
<td>5 041 314</td>
<td>5 041 314</td>
</tr>
<tr>
<td>2005</td>
<td>17 222</td>
<td>17 222</td>
</tr>
<tr>
<td>2006</td>
<td>59 530</td>
<td>59 530</td>
</tr>
<tr>
<td>2007</td>
<td>251 754</td>
<td>251 754</td>
</tr>
<tr>
<td>2008</td>
<td>3 889 380</td>
<td>3 889 380</td>
</tr>
<tr>
<td>2009</td>
<td>519 855</td>
<td>519 855</td>
</tr>
<tr>
<td>2010</td>
<td>54 059</td>
<td>54 059</td>
</tr>
<tr>
<td>2011</td>
<td>1 897 929</td>
<td>1 897 929</td>
</tr>
<tr>
<td>2012</td>
<td>154 900</td>
<td>154 900</td>
</tr>
<tr>
<td>2013</td>
<td>686 715</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>18 523 917</td>
<td>17 837 202</td>
</tr>
</tbody>
</table>

10. Intangible assets

<table>
<thead>
<tr>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost</td>
</tr>
<tr>
<td>DFQEAS workflow software</td>
<td>4 024 414</td>
</tr>
<tr>
<td>NLRD software</td>
<td>26 511 052</td>
</tr>
<tr>
<td>National Career Advice Portal</td>
<td>7 671 755</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>38 207 221</td>
</tr>
</tbody>
</table>

Reconciliation of intangible assets - 2013

<table>
<thead>
<tr>
<th>Opening balance</th>
<th>Additions</th>
<th>Amortisation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>DFQEAS workflow software</td>
<td>1 572 490</td>
<td>83 448</td>
<td>(314 498)</td>
</tr>
<tr>
<td>NLRD software</td>
<td>2 225 137</td>
<td>131 481</td>
<td>(278 187)</td>
</tr>
<tr>
<td>National Career Advice Portal</td>
<td>-</td>
<td>7 671 755</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3 797 627</td>
<td>7 886 684</td>
<td>(592 685)</td>
</tr>
</tbody>
</table>

Reconciliation of intangible assets - 2012

<table>
<thead>
<tr>
<th>Opening balance</th>
<th>Additions</th>
<th>Amortisation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>DFQEAS workflow software</td>
<td>1 913 452</td>
<td>296 856</td>
<td>(637 818)</td>
</tr>
<tr>
<td>NLRD software</td>
<td>2 285 171</td>
<td>194 123</td>
<td>(254 157)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4 198 623</td>
<td>490 979</td>
<td>(891 975)</td>
</tr>
</tbody>
</table>
Figures in Rand

11. Deferred income

Deferred income comprises of:

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directorate: Foreign Qualifications Evaluations and Advisory Services</td>
<td>2 501 570</td>
<td>1 983 609</td>
</tr>
<tr>
<td>Projects</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Council on Higher Education</td>
<td>905 484</td>
<td>821 268</td>
</tr>
<tr>
<td>National Skills Fund - Career Advice Services</td>
<td>5 617 878</td>
<td>-</td>
</tr>
<tr>
<td>Rent received in advance</td>
<td>19 769</td>
<td>23 027</td>
</tr>
<tr>
<td>Total</td>
<td>9 044 701</td>
<td>2 827 904</td>
</tr>
</tbody>
</table>

12. Trade and other payables from exchange transactions

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade payables</td>
<td>7 776 068</td>
<td>6 169 979</td>
</tr>
<tr>
<td>Accrued leave pay</td>
<td>2 199 272</td>
<td>2 054 535</td>
</tr>
<tr>
<td>Accrued bonus</td>
<td>892 415</td>
<td>629 796</td>
</tr>
<tr>
<td>Other payables</td>
<td>3 015</td>
<td>960</td>
</tr>
<tr>
<td>Total</td>
<td>10 870 770</td>
<td>8 855 270</td>
</tr>
</tbody>
</table>

SAQA pays all its trade and other payables within 30 days of receipt of invoice in accordance with the terms of the PFMA and Treasury regulations.

13. VAT payable

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>VAT payable</td>
<td>35 161</td>
<td>27 131</td>
</tr>
</tbody>
</table>

14. Cash generated from (used in) operations

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus (deficit)</td>
<td>5 055 701</td>
<td>(3 011 516)</td>
</tr>
<tr>
<td>Adjustments for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>3 303 897</td>
<td>3 369 923</td>
</tr>
<tr>
<td>(Profit) loss on disposal of assets</td>
<td>(35 663)</td>
<td>6 867</td>
</tr>
<tr>
<td>Debt written-off</td>
<td>67 674</td>
<td>-</td>
</tr>
<tr>
<td>Movements in operating lease assets and accruals</td>
<td>11 255</td>
<td>(14 682)</td>
</tr>
<tr>
<td>Changes in working capital:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>23 760</td>
<td>(15 646)</td>
</tr>
<tr>
<td>Trade and other receivables from exchange transactions</td>
<td>1 112 068</td>
<td>3 880 247</td>
</tr>
<tr>
<td>Prepaid expense</td>
<td>(650 314)</td>
<td>(171 695)</td>
</tr>
<tr>
<td>Trade and other payables from exchange transactions</td>
<td>1 947 826</td>
<td>672 278</td>
</tr>
<tr>
<td>VAT</td>
<td>8 030</td>
<td>(4 233)</td>
</tr>
<tr>
<td>Deferred Income</td>
<td>6 216 797</td>
<td>(5 067 500)</td>
</tr>
<tr>
<td>Total</td>
<td>17 061 031</td>
<td>(355 957)</td>
</tr>
</tbody>
</table>
NOTES TO THE ANNUAL FINANCIAL STATEMENTS (continued)

Figures in Rand

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>15. Operating lease</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leases as Lessor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAQA leases out offices in the Hatfield building under operating leases. The future minimum lease payments under non-cancellable leases are as follows:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than one year</td>
<td>822 362</td>
<td>721 837</td>
</tr>
<tr>
<td>Between one and five years</td>
<td>7 070</td>
<td>450 653</td>
</tr>
<tr>
<td></td>
<td>829 432</td>
<td>1 172 490</td>
</tr>
<tr>
<td>Amount to be recognised in future periods</td>
<td>789 737</td>
<td>1 121 540</td>
</tr>
<tr>
<td>Operating lease accrual recognised</td>
<td>39 695</td>
<td>50 950</td>
</tr>
<tr>
<td></td>
<td>829 432</td>
<td>1 172 490</td>
</tr>
</tbody>
</table>

16. Taxation

SAQA is exempt from income tax in terms of section 10 (1) cA of the Income Tax Act

17. Financial instruments

Risk management

Exposure to credit risk arises in the normal course of SAQA’s business. Exposure to currency and interest rate risk is minimal. SAQA has an overall risk management plan that is approved by the Board and is reviewed by the Audit and Risk Committee annually. The Board has approved written policies covering specific areas such as investment policy and credit policies that SAQA’s management adheres to.

Credit risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount. Where no credit ratings are available, SAQA assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Reputable financial institutions are used for investing and cash handling purposes.

At the statement of financial position date there was no significant concentration of credit risk. (Refer to note 7)

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

Liquidity risk

SAQA manages liquidity risks by monitoring forecasted cash flows and ensuring that the necessary funds are available to meet any commitments which arise. SAQA further manages liquidity risk by only spending according to its approved budget which is fully funded. The budget is reviewed and approved annually by the Board and by the Minister: HET. Cash which is not needed immediately is invested with the Corporation for Public Deposits. As funds are needed, the necessary cash is transferred to SAQA’s operations account. Creditors are paid within 30 days of receipt of invoice.

Interest rate risk

SAQA’s exposure in terms of interest rate risk relates to the call deposit held with the Corporation for Public Deposits. The interest rate is updated weekly and is linked to the Treasury Bill rate. SAQA reviews the rate at regular intervals and compares the rate received to the rates available in the market from other large commercial banking institutions to ensure that it is receiving competitive rates. The funds held with the CPD are available on the same day if requested before 12h00.
On an average cash balance of R19.6 million (2012: R22.5 million), a 1% rise or fall in the interest rate would have an effect on income of either increasing income or decreasing it by R196 000 (2012: R225 000), being an effect of 0.17% (2012: 0.26%) of total income.

**Fair values**

The fair values of all financial instruments are substantially identical to carrying amounts reflected in the statement of financial position.

### 18. Retirement benefit obligations

SAQA operates a defined contribution retirement plan covering all qualifying employees. The fund is governed by the Pension Funds Act, 1956 (Act No. 24 of 1956).

The assets of the fund are held in trust under the control of the umbrella Board of Trustees of the Orion Money Purchase Pension Fund (SA). Old Mutual is the fund underwriter. Fund assets consist primarily of monthly contributions paid over to the fund on behalf of the members by the participating employers. The underlying assets are invested in listed shares, fixed income securities, cash and deposits.

The total cost charged to income of R5 421 245 (2012: R4 740 324) represents contributions payable to the scheme by SAQA according to the rates specified in the rules of the scheme. As at 31 March 2013 all contributions had been paid over to the scheme.

### 19. Subsequent events

No adjusting events, or non-adjusting events requiring disclosure, occurred after the reporting period.

### 20. Accounting estimates and judgements

After due consideration management believes that the accounting policies used are appropriate and estimates made are reasonable.

### 21. Investment property

The Authority sub lets a portion of the SAQA House building but has decided not to treat this property as an investment property as the Authority occupies a significant portion of the building for administration purposes. Accordingly, the leased floor space is treated as an operating lease of property, plant and equipment.

### 22. Contingent liabilities/assets

The Authority is not aware of any contingent liabilities or assets that existed as at 31 March 2013.

### Figures in Rand

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Advice Services Project</td>
<td>5 617 878</td>
<td>12 780 750</td>
</tr>
<tr>
<td>Council on Higher Education Database Project</td>
<td>905 482</td>
<td>821 269</td>
</tr>
<tr>
<td>National Career Advice Portal - (Intangible asset)</td>
<td>3 287 895</td>
<td>-</td>
</tr>
<tr>
<td>IT Related Costs</td>
<td>3 235 197</td>
<td>-</td>
</tr>
<tr>
<td>Facilities Costs</td>
<td>1 754 321</td>
<td>-</td>
</tr>
<tr>
<td>Professional Services</td>
<td>1 249 318</td>
<td>-</td>
</tr>
<tr>
<td>Advertisements and Advocacy</td>
<td>2 649 588</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18 699 679</strong></td>
<td><strong>13 602 019</strong></td>
</tr>
</tbody>
</table>
NOTES TO THE ANNUAL FINANCIAL STATEMENTS (continued)

Research Proposal Commitments
SAQA has entered into Research agreements with three institutions. The total commitment into the future is R2,18 million. The commitment for the 2013/14 financial year is R1,57 million, the 2014/15 financial year is R0,57 million and the 2015/16 financial year is R45,000. Should the research partner not perform according to the terms of the agreement, then SAQA has the right to cancel the agreement and to withhold any further payments to the institutions.

24. Public Finance Management Act
The Authority is not aware of any material losses during the year from any criminal conduct and has not incurred any irregular, unauthorised or fruitless and wasteful expenditure during the financial year. It has therefore not had to carry out any criminal or disciplinary steps in the light thereof.

The Authority has assessed the levels of materiality to be
• any amount which arises from criminal conduct
• R10 000 and above which results from irregular, fruitless or wasteful expenditure caused by gross negligence; or
• R 600 000 and above, being approximately 0,5% of gross revenue in respect of irregular, fruitless or wasteful expenditure caused by any other circumstance

25. Change in accounting estimate
Motor Vehicles
During the 2013 financial year, SAQA has revised its estimated useful lifetime of Motor Vehicles from 5 years to 10 years based on its experience and history of the vehicles previously in use. This will have no effect on the figures under review as the revised estimate will only effect the depreciation from the 2013/2014 financial year. In 2013/2014 depreciation of R12 681 will be recognised as opposed to an amount of R25 362 if the estimated useful life had not been revised.

26. Prior period errors
During the previous financial years the amortisation on the DFQEAS Workflow system’s additions due to the upgrades and improvements was incorrectly calculated. Each addition to the intangible asset was amortised over 5 years instead of over the remaining useful life of the DFQEAS Workflow system.

The correction of the error(s) results in adjustments as follows:

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement of financial position</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease in accumulated amortisation - DFQEAS Workflow system</td>
<td>-</td>
<td>65 107</td>
</tr>
<tr>
<td>Opening accumulated surpluses as previously reported</td>
<td>35 599 894</td>
<td>38 676 517</td>
</tr>
<tr>
<td>Correction of error</td>
<td>377 821</td>
<td>312 714</td>
</tr>
<tr>
<td>Opening Accumulated Surplus</td>
<td>35 977 715</td>
<td>38 989 231</td>
</tr>
<tr>
<td>Surplus / (Deficit) for the year</td>
<td>5 055 701</td>
<td>(3 011 516)</td>
</tr>
<tr>
<td>Closing Accumulated Surplus</td>
<td>41 033 420</td>
<td>35 977 715</td>
</tr>
<tr>
<td>Statement of Financial Performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease in amortisation expense - DFQEAS Workflow system</td>
<td>-</td>
<td>65 107</td>
</tr>
</tbody>
</table>
27. Related parties

Identity of related parties

The entity has a related party relationship with public entities within the national sphere of government. The ultimate parent of SAQA is the government, represented by the Department of Higher Education and Training. Arms length transactions between related parties have not been reflected as per the exemption in IPSAS 20.27.

Transactions with members of the SAQA Board consists of remuneration and are disclosed in Note 3 to the financial statements and the names are detailed in the Accounting Authority Report.

Transactions with SAQA’s principal departments and their public entities:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Higher Education and Training</td>
<td>45 723 000</td>
<td>41 435 000</td>
</tr>
<tr>
<td>Funds received for Services to be Rendered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Council on Higher Education</td>
<td>1 285 000</td>
<td>1 282 000</td>
</tr>
<tr>
<td>National Skills Fund - Career Advice Services</td>
<td>49 993 163</td>
<td>14 454 271</td>
</tr>
<tr>
<td>MERSETA</td>
<td>-</td>
<td>1 422 800</td>
</tr>
<tr>
<td></td>
<td><strong>51 278 163</strong></td>
<td><strong>17 159 071</strong></td>
</tr>
<tr>
<td>Balance Owing to SAQA by Entity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Skills Fund - Career Advice Services</td>
<td>-</td>
<td>(1 745 324)</td>
</tr>
<tr>
<td>Quality Council for Trade and Occupations (QCTO)</td>
<td>(224 720)</td>
<td>-</td>
</tr>
<tr>
<td>MERSETA</td>
<td>-</td>
<td>(445 200)</td>
</tr>
<tr>
<td></td>
<td><strong>(224 720)</strong></td>
<td><strong>(2 190 524)</strong></td>
</tr>
</tbody>
</table>
### 28. Directors’ emoluments

#### 2013

<table>
<thead>
<tr>
<th>Position</th>
<th>Remuneration</th>
<th>Contribution to retirement plan</th>
<th>Provision for Performance bonus</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>1 077 456</td>
<td>131 824</td>
<td>168 949</td>
<td>1 378 229</td>
</tr>
<tr>
<td>Deputy Chief Executive Officer (appointed 01 October 2012)</td>
<td>448 792</td>
<td>62 069</td>
<td>-</td>
<td>510 861</td>
</tr>
<tr>
<td>Project Director: NQF Advocacy</td>
<td>807 818</td>
<td>96 446</td>
<td>-</td>
<td>904 264</td>
</tr>
<tr>
<td>Director: International Liaison</td>
<td>802 467</td>
<td>96 219</td>
<td>-</td>
<td>898 686</td>
</tr>
<tr>
<td>Project Director: Career Advice Services</td>
<td>650 921</td>
<td>87 227</td>
<td>-</td>
<td>738 148</td>
</tr>
<tr>
<td>Director: Strategic Support</td>
<td>662 712</td>
<td>75 436</td>
<td>-</td>
<td>738 148</td>
</tr>
<tr>
<td>Director: Research</td>
<td>648 472</td>
<td>89 676</td>
<td>-</td>
<td>738 148</td>
</tr>
<tr>
<td>Director: Finance and Administration</td>
<td>1 002 098</td>
<td>113 863</td>
<td>-</td>
<td>1 115 961</td>
</tr>
<tr>
<td>Director: Foreign Qualifications Evaluation and Advisory Services</td>
<td>703 383</td>
<td>86 436</td>
<td>-</td>
<td>789 819</td>
</tr>
<tr>
<td>Director: Information Technology</td>
<td>882 793</td>
<td>107 390</td>
<td>-</td>
<td>990 183</td>
</tr>
<tr>
<td>Director: National Learners’ Records Database</td>
<td>800 510</td>
<td>103 754</td>
<td>-</td>
<td>904 264</td>
</tr>
<tr>
<td>Director: Human Resources</td>
<td>805 143</td>
<td>99 121</td>
<td>-</td>
<td>904 264</td>
</tr>
<tr>
<td>Director: Registration and Recognition</td>
<td>696 010</td>
<td>93 809</td>
<td>-</td>
<td>789 819</td>
</tr>
<tr>
<td></td>
<td><strong>9 988 575</strong></td>
<td><strong>1 243 270</strong></td>
<td><strong>168 949</strong></td>
<td><strong>11 400 794</strong></td>
</tr>
</tbody>
</table>

#### 2012

<table>
<thead>
<tr>
<th>Position</th>
<th>Remuneration</th>
<th>Contribution to retirement plan</th>
<th>Performance bonus paid</th>
<th>Leave paid</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer (appointed 01 March 2012)</td>
<td>83 858</td>
<td>10 985</td>
<td>-</td>
<td>-</td>
<td>94 843</td>
</tr>
<tr>
<td>Chief Executive Officer (retired 28 February 2012)</td>
<td>978 287</td>
<td>105 084</td>
<td>281 205</td>
<td>222 221</td>
<td>1 586 797</td>
</tr>
<tr>
<td>Deputy Chief Executive Officer (promoted to CEO as from 01 March 2012)</td>
<td>961 475</td>
<td>113 548</td>
<td>-</td>
<td>-</td>
<td>1 075 023</td>
</tr>
<tr>
<td>Project Director: NQF Advocacy</td>
<td>787 730</td>
<td>89 067</td>
<td>-</td>
<td>-</td>
<td>876 797</td>
</tr>
<tr>
<td>Director: International Liaison</td>
<td>748 379</td>
<td>82 625</td>
<td>-</td>
<td>-</td>
<td>831 004</td>
</tr>
<tr>
<td>Project Director: Career Advice Services</td>
<td>611 959</td>
<td>81 138</td>
<td>-</td>
<td>-</td>
<td>693 097</td>
</tr>
<tr>
<td>Director: Strategic Support</td>
<td>581 601</td>
<td>66 153</td>
<td>-</td>
<td>-</td>
<td>647 754</td>
</tr>
<tr>
<td>Director: Research</td>
<td>566 918</td>
<td>80 837</td>
<td>-</td>
<td>-</td>
<td>647 755</td>
</tr>
<tr>
<td>Director: Finance and Administration</td>
<td>943 257</td>
<td>105 428</td>
<td>-</td>
<td>-</td>
<td>1 048 685</td>
</tr>
<tr>
<td>Director: Foreign Qualifications Evaluation and Advisory Services</td>
<td>572 336</td>
<td>75 419</td>
<td>-</td>
<td>-</td>
<td>647 755</td>
</tr>
<tr>
<td>Director: Information Technology</td>
<td>867 587</td>
<td>99 243</td>
<td>-</td>
<td>-</td>
<td>966 830</td>
</tr>
<tr>
<td>Director: National Learners’ Records Database</td>
<td>752 894</td>
<td>96 179</td>
<td>-</td>
<td>-</td>
<td>849 073</td>
</tr>
<tr>
<td>Director: Human Resources</td>
<td>757 527</td>
<td>91 546</td>
<td>-</td>
<td>-</td>
<td>849 073</td>
</tr>
<tr>
<td>Director: Registration and Recognition (appointed 01 August 2011)</td>
<td>423 824</td>
<td>58 994</td>
<td>-</td>
<td>-</td>
<td>482 818</td>
</tr>
<tr>
<td>Project: Director: Verifications (resigned 31 May 2011)</td>
<td>100 146</td>
<td>12 215</td>
<td>-</td>
<td>-</td>
<td>112 361</td>
</tr>
<tr>
<td></td>
<td><strong>9 737 778</strong></td>
<td><strong>1 168 461</strong></td>
<td><strong>281 205</strong></td>
<td><strong>222 221</strong></td>
<td><strong>11 409 665</strong></td>
</tr>
</tbody>
</table>
29. Accounting Standards

The following statements and interpretations are not yet effective in preparing the financial statements of SAQA. Management has taken the initiative of applying some of the principles in the statements below to the current year’s financial statements as per Directive 5 issued by the Accounting Standards Board. The effect of the changes to the financial statements of SAQA, if any, once implemented, will not be material.

* GRAP 20 Related Party Disclosures No effective date
* GRAP 25 Employee Benefits 1 April 2013
* GRAP 105 Transfer of Functions Between Entities Under Common Control No effective date
* GRAP 106 Transfer of Functions Between Entities Not Under Common Control No effective date
* GRAP 107 Mergers No effective date

Standards of GRAP that have been issued that entities are not required to apply:
* GRAP 18 Segment Reporting

30. Statement of comparison of Budget and Actual amounts

2013

<table>
<thead>
<tr>
<th></th>
<th>Original budget</th>
<th>Budget adjustments</th>
<th>Final adjustments</th>
<th>Virement (I.O. Authority approved policy)</th>
<th>Final budget</th>
<th>Actual outcome</th>
<th>Variance</th>
<th>Variance outcome as % of final budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment revenue</td>
<td>2 100 000</td>
<td>-</td>
<td>2 100 000</td>
<td>2 100 000</td>
<td>1 311 076</td>
<td>(788 924)</td>
<td>(38)%</td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>86 621 000</td>
<td>727 000</td>
<td>87 348 000</td>
<td>88 352 961</td>
<td>1 004 961</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue earned</td>
<td>41 320 000</td>
<td>-</td>
<td>41 320 000</td>
<td>26 448 379</td>
<td>(14 871 621)</td>
<td>36%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>130 041 000</td>
<td>727 000</td>
<td>130 768 000</td>
<td>130 768 000</td>
<td>116 112 416</td>
<td>(14 655 584)</td>
<td>(11)%</td>
<td></td>
</tr>
<tr>
<td>Total revenue (excluding capital transfers and contributions)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee costs</td>
<td>(63 954 407)</td>
<td>(727 000)</td>
<td>(64 681 407)</td>
<td>(64 713 907)</td>
<td>(61 768 170)</td>
<td>2 945 737</td>
<td>(5)%</td>
<td></td>
</tr>
<tr>
<td>Depreciation and Amortisation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(3 303 897)</td>
<td>-</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Other expenditure</td>
<td>(61 896 594)</td>
<td>-</td>
<td>(61 896 594)</td>
<td>32 500</td>
<td>(45 984 648)</td>
<td>15 879 446</td>
<td>(26)%</td>
<td></td>
</tr>
<tr>
<td>Total expenditure</td>
<td>(125 851 001)</td>
<td>(727 000)</td>
<td>(126 578 001)</td>
<td>-</td>
<td>(111 056 715)</td>
<td>15 521 286</td>
<td>(12)%</td>
<td></td>
</tr>
<tr>
<td>Surplus/ (Deficit) for the year</td>
<td>4 189 999</td>
<td>-</td>
<td>4 189 999</td>
<td>4 189 999</td>
<td>5 055 701</td>
<td>865 702</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Capital expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total capital expenditure</td>
<td>4 190 000</td>
<td>-</td>
<td>4 190 000</td>
<td>4 190 000</td>
<td>10 852 737</td>
<td>6 662 737</td>
<td>159%</td>
<td></td>
</tr>
</tbody>
</table>
NOTES TO THE ANNUAL FINANCIAL STATEMENTS (continued)

Comments

• Investment revenue is lower than that budgeted for due to a lower interest rate environment and the use of surplus funds accumulated from prior years used in this financial year.

• Grant revenue is higher than budget due to additional income received for the CAS project to cover extra expenditure in the year.

• Included in the R14,9 million deficit under revenue earned is R9,6 million of surplus funds accumulated from prior years. The balance of R5,5 million revenue that was less than that budgeted for is due to the following:
  1. Bulk verification income not being realised of R8 million due to the public sector not submitting bulk qualifications for verification.
  2. R1 million less sundry income from fund raising initiatives received than anticipated.
  3. R3,7 million more income received for the evaluation of foreign qualifications function due mainly to an increase in the number of applications received during the year and a small increase due to a rate increase linked to inflation.

• Employee costs paid were less than budgeted for due to some posts in the CAS project only being filled in January 2013, the Deputy CEO position only being filled in October 2012 and 4 other posts that were not filled during the year to assist in saving funds for the 2013/14 financial year.

• SAQA does not include depreciation and amortisation in its budgets and this is the only reconciling item when comparing the budgeted amounts to the actual outcomes.

• Included in the expenditure that was underspent of R15,9 million is an amount of R7,7 million that was spent on the National Career Advice Portal (NCAP) intangible asset. This amount was capitalised and therefore causes the capital expenditure to show an overspend in the statement above. The balance of underspending of R8,2 million is mainly due to the following:
  1. Less costs incurred for the Verifications project of R6 million due to the lower demand for bulk verifications. (See comment on less income received)
  2. Lower than anticipated telephone costs, photocopy costs and computer software and licensing costs mainly in the CAS project amounting to R2,2 million.

• The capital expenditure is overspent due to the NCAP intangible asset that was developed that cost R7,7 million. Less funds were spent during the year on computer hardware and furniture and fittings amounting to R1 million.