



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

*DRAFT 2 approved by the SAQA Board on
25 October 2018 (SAQA 02122/18)*

Annual Performance Plan for 2019/20

SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

INTRODUCTION

The South African Qualifications Authority (SAQA) compiled this Annual Performance Plan for the 2019/20 financial year in accordance with the provisions of the Strategic Planning Framework that was promulgated by National Treasury. This Annual Performance Plan covers the fifth year of the five-year strategy and consolidates the goals that SAQA set for itself in its Strategic Plan for 2015/16 to 2019/20. Further consideration was given to the requirements in the 2018 Ministerial Guideline that was published in March 2018, the NQF Implementation Framework 2015-20 and the NQF Act Implementation Evaluation Improvement Plan.

The focus for the 2019/20 financial year is to further implement the National Qualifications Framework (NQF) through:

- Maintaining oversight of the Quality Councils' (QCs) implementation of NQF policies;
- Implementing the Minister's Articulation Policy. We will continue to ensure that QCs and providers clearly define articulation pathways at the qualification and systemic levels; create a better understanding of articulation through our public awareness and research initiatives; and promote articulation at the institutional level. Progress made in this regard will be reported to the Minister through the Articulation Action Plan Report that was developed and approved by the SAQA Board in the previous financial year;
- Implementing the recommendations of the NQF Act Implementation Evaluation Improvement Plan;
- Implementing the NQF Amendment Bill when it is promulgated;
- Further simplifying the NQF; and
- Upholding the values of the NQF by promoting authentic qualifications and reporting on individuals who have misrepresented their qualifications.

We will continue to work with the QCs to build a NQF that provides a roadmap for learners, by deepening articulation within and across the three Sub-Frameworks. This means that learners should be able to move horizontally, diagonally and vertically across Sub-Frameworks.

In line with the democratisation of learning, citizens have expectations of being able to improve their career opportunities through the Recognition of Prior Learning (RPL) mechanism. SAQA will support the Minister of Higher Education and Training (HET) to make RPL one of the key features of education, training and life-long learning. We will continue to contribute to the implementation of a national strategy and system for RPL, driven by a national coordinating agency.

SAQA sees the need to provide information, advice and support to learners specifically to navigate the NQF through its NQF Advisory Services. This navigation service will continue to provide relevant information through social media platforms and SAQA's website whilst offering a walk-in, telephone and email service as well.

As we continue to further develop and implement the NQF, our focus will be on continuing work with the QCs to simplify the NQF. This will be achieved by de-registering qualifications that have had no learner uptake two years after they had been registered. We will focus on registering new qualifications that replace some of the legacy qualifications and advising on the development of qualifications for TVET and community colleges. By ensuring that all new qualifications have clearly defined

SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

articulation learning pathways and by mapping learning pathways that already exist through sample data drawn from the NLRD, we will be contributing to the simplification of the NQF. We will also continue to build on and promote the use of the NQFpedia, which provides clear and concise definitions of terminology relevant to demystifying the NQF. We will continue to encourage the education and training sector to make use of the NQFpedia when developing policies and guidelines so that there is coherence in the sector. We design our information campaigns in a manner that demystifies the NQF.

In our efforts to preserve the integrity of the NQF, SAQA will continue to focus on identifying and reporting on misrepresented qualifications. We will publish the Policy on the Misrepresentation of Qualifications and begin to populate and publish the Register of the Misrepresentation of Qualifications and the Register of Fraudulent Qualifications once the NQF Amendment Bill has been promulgated. We will also endeavour to increase the number of learner records on the National Learners' Records Database through working with information partners to load data on the NLRD; locating learner records from institutions that cease to exist; and digitising records that are still in paper form (budget permitting) before loading them onto the NLRD.

SAQA is a knowledge-driven authority, and it is therefore important to continue to grow, enhance and strengthen staff capacity so that there is organisational effectiveness.

With this plan, we have not only committed ourselves to the goals described above, but have also established the objectives, performance indicators, and targets that will enable us to deliver on our mandate.

SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

OFFICIAL SIGN-OFF

It is hereby certified that the Annual Performance Plan for 2019/20:

- Was developed by the Management of SAQA, under the guidance of the SAQA Board and as directed by the Minister of Higher Education and Training;
- Takes into account all relevant policies, legislation and other mandates for which SAQA is responsible; and
- Accurately reflects the strategic outcome-oriented goals and objectives which SAQA will endeavour to achieve over the implementation and reporting period.



MS P MBINGO
Director: Finance and Administration



MR JS SAMUELS
Chief Executive Officer



DR V TONI PENXA
Chairperson of the Board

SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Contents

INTRODUCTION	i
PART A: STRATEGIC OVERVIEW	1
1. UPDATED SITUATION ANALYSIS.....	1
2. PERFORMANCE DELIVERY ENVIRONMENT	4
2.1. Credit Accumulation and Transfer and Recognition of Prior Learning.....	4
2.2. Recognition of Professional Bodies and Registration of Professional Designations	4
2.3. Registration of Qualifications and Part- Qualifications on the NQF.....	5
2.4. The Sub-Frameworks of the NQF.....	5
2.5. Verifications Project and the National Learners' Records Database.....	5
2.6. Detection and Prevention of Misrepresented Qualifications.....	6
3. ORGANISATIONAL ENVIRONMENT	7
3.1. From policy development to policy implementation:	7
3.2. Challenges regarding funding:	7
4. REVISIONS TO THE LEGISLATIVE AND OTHER MANDATES.....	7
5. OVERVIEW OF 2019/20 BUDGET AND MTEF ESTIMATES.....	8
5.1. Expenditure Estimates	8
5.2. Relating Expenditure Trends to Strategic Oriented Goals	11

SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

5.3. Materiality and Significance.....	11
PART B: STRATEGIC OBJECTIVES AND ANNUAL TARGETS FOR 2019/20	13
6. Programmes.....	13
6.1. Administration.....	14
6.1.1 Executive Office.....	14
6.1.2 Finance and Administration	22
6.1.3 Human Resources	24
6.1.4 Information Technology.....	28
6.1.5 Advocacy, Communication and Support.....	31
6.2. Registration and Recognition.....	33
6.3 National Learners' Records Database.....	41
6.4 Foreign Qualifications Evaluation and Advisory Service.....	47
6.5 Research.....	50
6.6 International Liaison.....	52
ACRONYMS	61
PART C: LINKS TO OTHER PLANS.....	63
1. Links to the Long Term Infrastructure and Other Capital Plans.....	63
7 Conditional Grants	63

SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

8	Public Entities.....	63
9	Public Private Partnerships	63
	PART D: ADDENDUM.....	64
1.	Vision.....	64
2.	Mission	64
3.	Values.....	64
4.	Strategic Oriented Goals	65
5.	Strategic Plan: 2015-2020	67
	PART E: TECHNICAL DESCRIPTORS	68
1.	Programme 1: Administration	68
	1.1 Executive Office	68
	1.2 Finance and Administration	73
	1.3 Human Resources	74
	1.4 Information Technology	75
	1.5 Advocacy, Communication, and Support	76
2.	Programme 2: Registration and Recognition.....	78
3.	Programme 3: National Learners' Records Database	81

SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

3.1 National Learners' Records Database (NLRD)	81
3.2 Verifications Project	84
4. Programme 4: Foreign Qualifications Evaluation and Advisory Service	86
5. Programme 5: Research	88
6. Programme 6: International Liaison	90

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

PART A: STRATEGIC OVERVIEW

1. UPDATED SITUATION ANALYSIS

SAQA is mandated to oversee the further development and implementation of the NQF, a key national policy tool with respect to the transformation and integration of the education and training system in South Africa. SAQA operates under the National Qualifications Framework Act, No. 67 of 2008 (NQF Act), which came into effect on 1 June 2009. The functions of the SAQA Board are set out in sections 5(3), 11, and 13 of the NQF Act.

SAQA, in giving effect to its mandate within available resources:

- Embraces the values of social justice and ethics, sustainability, diversity and transparency;
- Promotes effectiveness and efficiency to continue benefitting all lifelong learners, especially the marginalised;
- Is committed to Africanisation, transformation and decolonisation; and
- Aligns with national imperatives as described in the National Development Plan 2030; Human Resources Development Strategy; National Skills Development Strategy; the White Paper for Post-School Education and Training, and the Medium Term Strategic Framework (MTSF); Africa 2063 Agenda; and Sustainable Development Goals 2030.

SAQA, as the oversight body of the NQF and the custodian of its values and quality character, will:

- a) Provide decisive leadership to advise, co-ordinate, monitor and report on the implementation of an integrated, articulated NQF;
- b) Oversee and facilitate the implementation of NQF policies in a coherent, simple and integrated manner across education, training, development and work;
- c) Promote constructive relationships through shared understanding, to influence the effective implementation of NQF objectives;
- d) Make the NQF visible, understood and valued through targeted advocacy and communication; and
- e) Empower staff and value their contributions towards continued organisational excellence.

The focus areas for quality enhancement and delivery will be:

- Simplification;
- Quality qualifications;
- Articulation; and
- Recognition of Prior Learning.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

1.1. SAQA aims to make further progress towards the following goals in this Annual Performance Plan:

1.1.1 Provide decisive leadership to advise, co-ordinate, monitor and report on the implementation of an integrated NQF

Continue to:

- Implement the NQF Act and use legal processes to establish principles where opportunities arise;
- Promote coherence among the NQF Sub-Frameworks;
- Ensure systemic alignment of what simplification of the NQF means;
- Intervene at a systemic level to address articulation blockages;
- Advance Articulation by showcasing good practice across the education and training sector;
- Ensure the integrity of the NQF by promoting genuine qualifications, and reporting on misrepresented and fraudulent qualifications; and
- Generate self-funding to ensure the sustainability of SAQA.

1.1.2 Oversee and facilitate the implementation of NQF policies in a coherent, simple and integrated manner across education, training, development and work

Continue to monitor, evaluate and align NQF policies to:

- Enhance the mobility of national and international lifelong learners, and recognise their learning and experience; and
- Incorporate relevant and new insights into these policies.

Continue to:

- Conduct and disseminate research findings to inform, direct and steer policy implementation;
- Ensure the quality of information by strengthening and integrating information systems through automation where appropriate; and
- Use business intelligence tools to monitor and strengthen NQF implementation.

1.1.3 Promote constructive relationships through shared understanding to influence the effective implementation of NQF objectives

Strengthen and continue to use the System of Collaboration to ensure constructive working relationships among the NQF family and stakeholders to:

- Further simplify the NQF;
- Promote a culture of quality and articulation;

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

- Collaborate on research projects;
- Promote genuine qualifications; and
- Continue to promote the South African NQF internationally.

1.1.4. *Make the NQF visible, understood and valued through targeted advocacy and communication*

Continue to:

- Publicise the ways in which the NQF is a national asset and is positively impacting on people; and
- Strengthen the promotion and understanding of the NQF and its objectives to policy makers, policy implementers and policy beneficiaries.

Empower SAQA staff to use the NQF Knowledge Management System to offer credible NQF Advisory Services to the public.

1.1.5 *Empower staff and value their contributions towards continued organisational excellence*

Continue to:

- Prioritise the personal, professional and leadership development of staff; and
- Build and monitor staff capacity in order to optimise service delivery.
- Implement a values-based performance management system informed by the SAQA Staff Declaration and Critical Success Leadership Behaviours;
- Implement the Appreciation, Recognition and Reward System, including team-based performance recognition;
- Implement a coaching and mentoring system; and
- Deepen staff knowledge to effectively champion and implement the NQF.

Implement the Succession Plan in the context of organisational change.

1.2 Considering the Ministerial directives, the NQF Implementation Framework 2015-20, as well as the expectations that the Minister communicated to the SAQA Board, the following matters are also included in this Annual Performance Plan:

- Reporting on the Misrepresentation of qualifications;

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

- Reporting against an Articulation Action Plan that encompasses all the work that SAQA continues to engage with to ensure articulation within and across the Sub-Frameworks;
- Reporting on activities related to the simplification of the NQF, implementation of the Ministerial Guidelines and NQF Implementation Framework; backlogs in certification; and the System of Collaboration; and
- Activities included in the NQF Act Implementation Evaluation Improvement Plan.

2. PERFORMANCE DELIVERY ENVIRONMENT

The following changes have taken place in SAQA's performance and delivery environment since the Strategic Plan was tabled in 2015:

2.1. *Credit Accumulation and Transfer and Recognition of Prior Learning*

RPL is an important tool in facilitating access to education, training and work opportunities, and is therefore an integral part of SAQA's mandate. The Minister: HET appointed a task team to develop a strategy for the Recognition of Prior Learning, which found expression as a draft policy for coordination and funding. The Minister then published the Policy for the Coordination and Funding of RPL in March 2016. SAQA supported the task team in its work, and will continue to support and facilitate the implementation of the policy, including the RPL Coordinating Mechanism. SAQA's legal mandate includes the development of a Policy for the Implementation of RPL, which it finalised at the end of the 2012/13 financial year. SAQA has revised its RPL Policy to align with the Minister's Policy and stand ready to support DHET's national Coordinating Mechanism for RPL when called upon to do so.

2.2. *Recognition of Professional Bodies and Registration of Professional Designations*

The SAQA Board approved the Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation in November 2012, and amended it in 2018. Professional bodies are recognised and their designations registered on an ongoing basis. SAQA continues to engage with professional bodies to address any exclusionary practices, whether perceived or real, monitor if Continuing Professional Development has been implemented and ensure that RPL is applied where required in the awarding of professional designations. The monitoring of recognised professional bodies against the set policy and criteria continues. Professional bodies are first re-assessed against the Policy and Criteria two years after they were recognised by SAQA, and again two years later, for the purpose of renewing their recognition. An Appeals process for professional bodies is in place for professional bodies who wish to appeal against decisions made by the SAQA Board regarding their recognition and the registration of their professional designations. From 2017/18, SAQA has embarked on a process that allows for the renewal of the recognition of professional bodies

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

whose five-year recognition status had expired. Professional bodies that fail to meet the Policy and Criteria, are de-recognised and their designations de-registered. The SAQA Board approved a model for recovering the cost of this service in 2018.

2.3. *Registration of Qualifications and Part- Qualifications on the NQF*

SAQA published the *Policy and Criteria for the Registration of Qualifications and Part-Qualifications* in March 2013. The QCs and SAQA implement this Policy to register qualifications and part-qualifications on the NQF. This Policy was reviewed in the last financial year and will be re-published in this financial year. The SAQA Board will only register qualifications and part-qualifications that meet all criteria. Focus continues to be on dealing with legacy qualifications that SAQA registered during the transition phase. These qualifications have either been amended to comply with the NQF Act, have been replaced by new qualifications or are being phased out. SAQA and the CHE have reviewed all processes to ensure that qualifications are accredited and recognised in the shortest possible time, given the resource constraints facing both organisations. SAQA is driving an initiative to develop an electronic database that will allow for information to be transferred seamlessly between providers applying for the accreditation and registration of their qualifications, the CHE who is responsible for accrediting learning programmes and recommending qualifications for registration, and SAQA who is responsible for registering qualifications, once funding has been secured.

2.4. *The Sub-Frameworks of the NQF*

The Minister: HET determined the NQF as a Framework comprising three Sub-Frameworks in 2013/14. The Sub-Frameworks together contribute to facilitating and enhancing mobility and access to education, training, and work opportunities. SAQA insists that qualifications have clearly defined articulation pathways before they are registered. SAQA categorises articulation pathways into systemic, specific and individual pathways.

2.5. *Verifications Project and the National Learners' Records Database*

The amended DPSA Circular issued in October 2015, instructs all national and provincial government departments to verify the qualifications of prospective employees before appointing them. It also recommends that departments verify the qualifications of existing employees. The NQF Amendment Bill compels all government departments and agencies to verify the qualifications of all prospective employees with SAQA. SAQA, in preparation for the Amendment Bill, automated some processes and is considering further automation in this financial year, if funding is available.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Partial funding was sourced for the digitisation of learner and teacher records. The Digitisation Project is critical to SAQA's service delivery mandate because only digital information can be uploaded to the National Learners' Records Database (NLRD). Information partners hold these paper-based records, and requests for information from information partners delay the verification process. A more complete NLRD will not only benefit the Verifications Project, but will also enhance the functioning of the NLRD as the key management information system of the NQF that provides a wealth of information to inform planning and monitor progress.

2.6. *Detection and Prevention of Misrepresented Qualifications*

In response to the rising occurrences of misrepresented certificates that are submitted for verification, SAQA attempted to establish a dedicated detection unit, and relationships are being forged with the relevant authorities to deal with cases of misrepresentation. However, given the nature of such a specialised unit it was not possible to do it without additional funding. Each case of alleged misrepresentation is managed through the process flow within the Foreign Qualifications Evaluation and Verifications units with support from the office of the CEO. The *Amended Policy and Criteria for the Evaluation of Foreign Qualifications within the SA NQF* was developed and implemented. This Policy has standardised the process of evaluating foreign qualifications. A Policy on the Misrepresentation of Qualifications was developed and will be published after the NQF Act Amendment Bill has been promulgated as an Act. SAQA developed a Register of the Misrepresentation of Qualifications and will publish it at regular intervals after the Policy has been published in a government gazette for implementation.

2.7 *NQF Act Implementation Evaluation*

The NQF Act Implementation Evaluation was completed in 2018 and an Improvement Plan was developed. SAQA's contribution to the Improvement Plan has been included in the Annual Performance Plan.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

3. ORGANISATIONAL ENVIRONMENT

3.1. *From policy development to policy implementation:*

Given the advances made in technology and the demand for quicker turnaround times, SAQA will need to review its recruitment strategy for its general and managerial staff. There is a need for high-level knowledge and skills in information communication technology and staff that can support and think creatively about streamlining the various business processes. This will ensure that SAQA implements its policies effectively to meet client demands for faster and better processes. There is also a dire need for the development of electronic monitoring tools, which requires additional resources.

3.2. *Challenges regarding funding:*

SAQA received approval to retain its surplus funds from prior financial years, in previous years. Due to the decrease in government grant funding (budget cuts) over the last few years, the accumulated rollover funds were depleted in 2016/17. SAQA retained R 46 000 in surplus funds from the 2017/18 financial year. The need for increased funding either through the fiscus or through fundraising partnerships has become a priority in order for SAQA to adequately fulfil its legal mandate.

REVISIONS TO THE LEGISLATIVE AND OTHER MANDATES

No revisions and alterations took place in respect of SAQA's mandate. In compiling this Annual Performance Plan 2019/20, SAQA has considered the imperatives of the White Paper on Post-school Education and Training, the Ministerial Guideline for 2018/19, the NQF Implementation Framework 2015-20; and the NQF Act Implementation Evaluation Improvement Plan. SAQA has also noted the possible publication of the NQF Amendment Bill before or in this financial year.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

4. OVERVIEW OF 2019/20 BUDGET AND MTEF ESTIMATES

4.1. Expenditure Estimates

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Programmes R Thousand	Audited	Audited	Audited	Budget	Medium-Term Estimate		
1. Administration and support	49 271	53 601	54 581	68 847	72 863	72 484	72 718
2. Recognition and Registration	7 625	8 504	9 248	10 031	10 334	11 175	11 790
3. National Learners Records Database including Verifications	11 974	13 836	14 724	18 148	18 822	20 220	21 332
4. Foreign Qualifications Evaluation and Advisory services	23 825	26 032	28 444	29 712	31 858	33 102	34 923
5. Research	3 034	4 152	4 194	6 102	5 845	6 799	7 138
6. International Liaison	2 272	1 914	1 511	2 575	3 145	2 869	3 027
Subtotal	98 001	108 039	112 702	135 415	142 867	146 649	150 928
Government grant Received from the Department of higher Education and Training	54 757	56 895	64 940	66 719	69 893	73 737	77 793
Note: The functions and activities under Programme 1, Administration and support have been reviewed and certain sub-programmes have been established as main programmes going forward from the 2014/15 financial year onwards. 2017-2020 budget estimates							
Economic classification							
Current payments	98 001	108 039	112 702	129 670	137 572	143 437	147 541

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Compensation of employees	65 376	73 740	79 321	88 286	94 852	100 717	106 155
Goods and services of which:							
Advertising	1 508	586	33	601	1 092	1 093	1 105
Assets less than R5 000	115	27	23	43	18	50	63
Audit costs	1 855	1 803	2 310	2 100	2 100	2 100	2 402
Bank Charges	907	1 444	1 461	1 500	1 500	1 500	1 600
Board Costs	710	1 178	1 035	1 190	1 350	1 350	1 356
Bursaries(employees)			269	300	350	350	380
Catering: internal activities	318	261	-	-	-	-	-
Communication	2 758	3 058	3 598	3 630	3 583	4 063	4 129
Computer services	1 915	2 455	1 672	2 238	2 863	2 550	2 720
Consultants	4 006	2 623	2 072	1 925	1 893	2 339	2 215
Outsourced Services	5 828	6 144	4 543	9 484	8 883	9 114	9 740
Contractors	1 097	224	-	-	-	-	-
Lease payments			52	54	240	240	250
Legal fees	140	705	3 271	2 200	1 920	1 920	2 000
Non life insurance	239	256	258	380	380	380	390
Printing and Publication	1 182	928	494	909	995	1 007	1 060
Property payments			1 913	3 483	2 680	2 680	2 700
Repairs and maintenance	864	888	973	1 160	1 274	1 400	1 450
Research and development			331	377	398	273	288
Training and staff development	1 646	484	824	1 393	1 513	951	990
Travel and subsistence	1 208	1 077	690	1 299	1 230	1 375	1 450
Venue			491	1 025	1 110	1 176	1 225
Municipalities			905	866	912	963	1 100
Other Operating expenditure	6 329	10 158	6 163	5 227	6 436	5 846	2 773

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Payment for capital assets	3 702	3 416	2 633	5 745	5 295	3 212	3 387
Buildings and other fixed structures	995	169	244	550	3 000	613	646
Computer Equipment	1 203	1 935	1 164	4 295	1 795	1 999	2 108
Office Furniture and Equipment	392	172	271	900	500	600	633
Motor Vehicles	-	-	-	-	-	-	-
Intangible Assets	1 112	1 140	954	-	-	-	-
Total Expenditure	101 703	111 455	115 335	135 415	142 867	146 649	150 928
NB:							
The above totals (2015/16 to 2017/18) differ from the ENE Template because of the payment for capital assets which is part of SAQA's budget, but it is not included on the "expenditure summary sheet" on the ENE Template from National Treasury	3 702	3 416	2 633				
The above totals (2018/19 to 2021/23) differ from the ENE Template because of Depreciation which is not included on this spreadsheet and on SAQA's budget, but it is included on the ENE Template from National Treasury				3 304	3 489	3 681	3 883

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

4.2. *Relating Expenditure Trends to Strategic Oriented Goals*

Over the last number of years, SAQA has undergone a re-prioritisation process and implemented strict cost saving measures. Consistent budget cuts have hampered SAQA's ability to effectively deliver on its mandate in terms of the NQF Act, and this trend will continue into the foreseeable future due to under-funded mandates. SAQA needs to raise an additional R 10 million at minimum to maintain its status quo and significant increases in excess of the usual inflationary increase to its baseline funding going forward. Only then will it be better placed to meaningfully deliver on the following activities:

- Fulfil SAQA's mandate of informing the public about the NQF through the various multi-media channels;
- Host more public engagements to educate the public, assist the public in navigating the NQF, and raise awareness of the NQF and its benefits to the full extent envisioned by SAQA's Board-approved Integrated Communication Strategy;
- Improve its online offering with tools that speed up service delivery with respect to the registration of qualifications, evaluation of foreign qualifications, monitoring and reporting on qualification misrepresentation, and coordinating the work of the CEO Committee and its task teams;
- Establish a dedicated unit to fully implement the Policy on the Misrepresentation of Qualifications;
- Deepen research activities relating to Articulation, CAT and RPL;
- Become a technology-driven authority that further improves service delivery. With the current limited funding available, SAQA is barely able to maintain its IT infrastructure. There is a dire need to improve its infrastructure, including hardware, software and much-needed IT development skills. The lack of funding severely hampers SAQA's goal of becoming a technology-driven authority. The reality is that SAQA is obliged to enter into long-term relationships with service providers who still support the old and outdated technologies that it uses. It is also not able to automate many of the current processes that would drastically improve its ability to deliver services faster, and it is not able to build new monitoring tools that will assist in better monitoring of the implementation of the NQF across the sector;
- Increase turnaround times in terms of verifying national qualifications after all existing learner records have been digitised and loaded onto the NLRD;
- Engage more meaningfully with foreign information suppliers so as to shorten the time taken to evaluate foreign qualifications;
- Introduce performance incentives for staff to attract scarce skills, improve staff motivation and retention as well as its effectiveness to achieve even higher client service standards;
- Maintain the aging building infrastructure; and
- Pay legal costs for functioning in an increasing complex legislative environment.

4.3. *Materiality and Significance*

Materiality

The Board took into account the following factors in determining SAQA's level of materiality:

- The nature of SAQA's business;
- The statutory requirements affecting SAQA;

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

- The inherent and residual risks associated with SAQA; and
- Quantitative and qualitative issues.

Having taken these factors into account, the Board assessed the level of materiality to be:

- Every amount in respect of criminal conduct;
- R 1,000 and above for irregular, fruitless and wasteful expenditure involving gross negligence; and
- R 670,000 and above being about 0,5% of gross revenue contained in the 2019/20 Budget, for any other irregular, fruitless and wasteful expenditure.

Significance

The Board decided that any transaction covered by section 54(2) of the Public Finance Management Act that is in excess of R 2 million will be reported on, being:

- The acquisition or disposal of a significant asset; and
- The start of a significant business activity.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

PART B: STRATEGIC OBJECTIVES AND ANNUAL TARGETS FOR 2019/20

5. Programmes

SAQA has six programmes, and its objectives span across these six programmes.

Administration: This programme covers the activities of the Executive Office, Finance and Administration, Human Resources, Information Technology, and Advocacy, Communication and Support.

Executive Office: Responsible for the overall coordination and performance of the authority in response to the NQF mandate

Finance and Administration: Responsible for ensuring effective governance and the aligned development of financial and infrastructural resources to support the achievement of organisational objectives

Human Resources: 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

Information Technology: Responsible for ensuring effective IT governance and the aligned development of IT infrastructural resources to support the achievement of organisational objectives and business processes

Advocacy, Communication and Support: Responsible for informing stakeholders and the public about the NQF, SAQA and related matters

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

5.1. Administration

6.1.1 Executive Office

Annual Targets for 2019/20– 2021/22

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Provide decisive and coherent leadership to coordinate implementation of an effectively articulated NQF	Effective articulated NQF implemented	NQF Implementation Framework 2011-2015 (as monitoring tool) developed and approved	Monitored and oversaw the implementation of the NQF Implementation Framework 2011-2015						
		NQF Implementation Framework for 2015/16 to 2019/20 approved, implemented and monitored	NQF Implementation Framework for 2015-2020 approved by the CEO Committee and the SAQA Board	Implemented NQF Implementation Framework 2015-2020 Progress with implementation was discussed at each of the 4 meetings of the CEO Committee A Tracking Grid was used to monitor progress with implementation The Tracking Grid is updated for	Monitored implementation of the NQF Implementation Framework 2015-2020 through an update of the Tracking Grid A dashboard was also developed to provide more concise information for tracking progress	Monitor and oversee the implementation of the NQF Implementation Framework for 2015 – 2020	Monitor and oversee the implementation of the NQF Implementation Framework for 2015 – 2020	Monitor and oversee the implementation of the NQF Implementation Framework for 2015 – 2020	

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
				each CEO Committee meeting					
		Ministerial guidelines to address priorities of the NQF implemented	Report produced, approved by SAQA Board and sent to Minister	Completed report on progress against 2015/16 Ministerial Guidelines and submitted it to the Minister	Completed Report on implementation of Ministerial Guidelines and submitted it to Minister	Complete report on progress with implementation of Ministerial Guidelines	Complete progress report on implementation of Ministerial Guidelines	Complete progress report on implementation of Ministerial Guidelines	Complete progress report on implementation of Ministerial Guidelines
						Produced Progress Report on Simplifying the NQF	Produce Progress Report on Simplifying the NQF	Produce Progress Report on Simplifying the NQF	Develop new five-year plan for simplifying the NQF and report on progress
		Register of Misrepresented Qualifications developed, approved and maintained	Produced monthly statistics on misrepresentation Sent 5 reports on statistics to the Minister	Produced a report bi-monthly and sent all 6 reports to the Minister	Produced a report bi-monthly on misrepresented qualifications and sent all 6 reports to the Minister	Maintain and report bi-monthly on the Register of Misrepresented Qualifications to the Minister	Maintain and report bi-monthly on the Register of Misrepresented Qualifications to the Minister	Maintain and report bi-monthly on the Register of Misrepresented Qualifications to the Minister	Maintain and report bi-monthly on the Register of Misrepresented Qualifications to the Minister
				The Draft Register was developed and presented to the CEO Committee on 25 Nov 2016 and	Developed Draft Register of Fraudulent Qualifications	Negotiate with DOJ to get updates for Register of Fraudulent Qualifications	Update and report on the Register of Fraudulent Qualifications	Update and report on the Register of Fraudulent Qualifications	Update and report on the Register of Fraudulent Qualifications

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
				EXCO on 8 February 2017 The Register will be submitted for approval together with the Policy on the Misrepresentation of Qualifications in 2017/18					
	Collaborate towards an articulated NQF	Implement Action Plan on Articulation	Report on SAQA's contribution to the Articulation Action Plan was produced and approved by SAQA Board	Reviewed and further implemented SAQA's contribution to the Articulation Action Plan Produced report on implementation of SAQA's portion of the Articulation Action Plan	Produced final report on the implementation of the Articulation Action Plan The Board approved the Report on 9 March 2018 for submission to the Minister	Develop a new Action Plan for Articulation	Report on SAQA's contribution to the Action Plan for Articulation	Report on SAQA's contribution to the Action Plan for Articulation	Report on SAQA's contribution to the Action Plan for Articulation
	Provide leadership in the regulatory and policy debates, and influence	Input provided to legislation and policies as required	Input provided into the Minister's Draft RPL Policy, and the Ministerial Guidelines 2015/16 and	Provided advice to Minister on SAQA implementing the Articulation Ombuds function	The Minister was reminded about advice provided on the Articulation Ombud in 2016 as we are still	Provide advice to the Minister: HET on all requested matters, or as and when	Provide advice to the Minister: HET on all requested matters, or as and when	Provide advice to the Minister: HET on all requested matters, or as and when	Provide advice to the Minister: HET on all requested matters, or as and when

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	and contribute to the formulation of government policy		the Draft Ministerial Guidelines 2016/17		waiting for a response on this proposal Advice was provided to the Deputy Minister in the form of an overview of the work of SAQA	deemed necessary	deemed necessary	deemed necessary	deemed necessary
				Comments were provided on the following: *Draft Articulation Policy *Draft NQF Amendment Bill * Draft M&E Policy for CET colleges * Draft Position Paper on Online Programme Offerings	Comments were provided on the NQF Amendment Bill	Provide input and comments on draft policies / legislation if required	Provide input and comments on draft policies / legislation if required	Provide input and comments on draft policies / legislation if required	Provide input and comments on draft policies / legislation if required
Facilitate and support the implementation of NQF policies in a simple,	All the requirements of the NQF policies effectively implemented	Number of NQF policies and/ or guidelines developed or reviewed,	The following policies were developed and approved: Verifications Appeals Policy,	The following two policies were reviewed: *Foreign Qualifications Appeals Policy	The following two policies were reviewed and amended: *NQFpedia	Review 2 policies or guidelines	Review 2 policies or guidelines	Review 2 policies or guidelines	Review 2 policies or guidelines

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
coherent and integrated manner		and/or simplified and implemented	Professional Bodies Appeals Policy and Foreign Qualifications Revocation Policy The Foreign Qualifications Appeals Policy was reviewed, updated and approved The Draft Policy on Misrepresented Qualifications was developed and handed over to the Minister	*Policy and Criteria for the Evaluation of Foreign Qualifications within the SA NQF The former policy was posted on SAQA's website and the latter policy was gazetted on 31 March 2017	*Policy and Criteria for the Recognition of Professional Bodies and Registration of Professional Designations				
		Establish and implement Articulation Ombud function			To date, SAQA's proposal to set up the Ombud function has not been approved by the Minister				

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Coordinate the work of the NQF partners	NQF Stakeholders effectively working together	The System of Collaboration as required, reviewed or implemented	Report on the System of Collaboration approved by the SAQA Board	Produced report on collaboration between SAQA and the QCs Report was approved by SAQA Board and submitted to Minister	The System of Collaboration was implemented A Report on the System of Collaboration was approved by the SAQA Board and submitted to the Minister	Implement the System of Collaboration to guide mutual relations between SAQA and the QCs and report annually on its effectiveness	Implement the System of Collaboration to guide mutual relations between SAQA and the QCs and report annually on its effectiveness	Implement the System of Collaboration to guide mutual relations between SAQA and the QCs and report annually on its effectiveness	Implement the System of Collaboration to guide mutual relations between SAQA and the QCs and report annually on its effectiveness
							Review the System of Collaboration and amend as required		

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Quarterly Targets for 2019/20

Performance Indicator	Annual target	Reporting Period	Quarterly targets			
			1 st	2 nd	3 rd	4 th
NQF Implementation Framework for 2015/16 to 2019/20 approved, implemented and monitored	Monitor and oversee the implementation of the NQF Implementation Framework 2015-2020	Quarter	Monitor and oversee the implementation of the NQF Implementation Framework 2015-2020	Monitor and oversee the implementation of the NQF Implementation Framework 2015-2020	Monitor and oversee the implementation of the NQF Implementation Framework 2015-2020	Monitor and oversee the implementation of the NQF Implementation Framework 2015-2020
Ministerial guidelines to address priorities of the NQF implemented	Complete progress report on implementation of Ministerial Guidelines	Annual				Progress Report on implementation of Ministerial Guidelines completed and submitted to Minister
	Produce Progress Report on Simplifying the NQF	Annual				Produce Progress Report on Simplifying the NQF and submit to Minister
Register of Misrepresented Qualifications developed, approved and maintained	Populate, maintain and report bi-monthly on the Register of Misrepresented Qualifications to the Minister	Quarter	Produce report ending 31 May 2019	Produce reports ending 31 July 2019 and 30 September 2019	Produce report ending 30 November 2019	Produce reports ending 31 January 2020 and 31 March 2020
	Populate the Register of Fraudulent Qualifications	Quarter	Update the Register of Fraudulent Qualifications if required	Update the Register of Fraudulent Qualifications if required	Update the Register of Fraudulent Qualifications if required	Update the Register of Fraudulent Qualifications if required
Implement Action Plan on Articulation	Report on SAQA's contribution to the Action Plan for Articulation	Annual				Produce Report on SAQA's contribution to the Action Plan for Articulation

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Performance Indicator	Annual target	Reporting Period	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Input provided to legislation and policies as required	Provide advice to the Minister on all requested matters, or as and when deemed necessary	Annual				Collate all advice provided to the Minister on all matters if any advice was provided
	Provide input and comments on draft policies / legislation if required	Quarter	Provide input and comments on draft policies / legislation if required	Provide input and comments on draft policies / legislation if required	Provide input and comments on draft policies / legislation if required	Provide input and comments on draft policies / legislation if required
Number of NQF policies and/ or guidelines developed or reviewed, and/or simplified and implemented	Review 2 policies or guidelines	Annual				Provide evidence that 2 policies or guidelines had been reviewed
The System of Collaboration as required, reviewed or implemented	Implement the System of Collaboration to guide mutual relations between SAQA and the QCs and report annually on its effectiveness	Annual				Produce report on the effectiveness of collaboration between SAQA and the QCs and get Board approval for Report prior to submission to the Minister: HET
	Review the System of Collaboration and amend as required	Annual		Get inputs from QCs for recommended changes to System of Collaboration		Get approval for changes to System of Collaboration from CEO Committee

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

6.1.2 Finance and Administration

Annual Targets for 2019/20– 2021/22

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Maintain an effective and efficient Financial Management system	Effective and compliant financial planning, budgeting and financial management	A clean audit report	Received an unqualified audit report	Achieved an unqualified audit report for 2015/16	Achieved an unqualified audit report for 2016/17	Receive a clean audit report for 2017/18	Receive a clean audit report for 2018/19	Receive a clean audit report for 2019/20	Receive a clean audit report for 2020/21
	Effective Governance and compliance with relevant sustainability and statutory requirements and codes	Percentage of compliance with National Treasury requirements	SAQA's finance policies and procedures are aligned to the PFMA and National Treasury Regulations The relevant finance policies were reviewed to ensure alignment with the National Treasury Instruction Note. The reviewed policies were	Maintained 100% compliance with National Treasury requirements	Achieved 100% compliance with National Treasury requirements	Achieve 100% compliance with National Treasury requirements			

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
			approved by the Board						
			Produced 12 monthly management accounts and 4 quarterly reports in line with National Treasury requirements	Produced and submitted timeously 12 monthly management accounts and 4 quarterly reports The quarterly reports were approved by the Finance Committee before being submitted to National Treasury and the Minister	Produced and submitted timeously 12 monthly management accounts and 4 quarterly reports	Produce 12 monthly management accounts and 4 quarterly reports			

Quarterly Targets for 2019/20

Performance Indicator	Annual Target	Reporting Period	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
A clean audit report	Receive a clean audit report for 2018/19	Annual		Receive a clean audit report for 2018/19		

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

6.1.3 Human Resources

Annual Targets for 2019/20– 2021/22

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Provide strategic and operational human resource support to SAQA	The professional development of staff	Percentage of organisation-wide learning and development plans implemented	Fully implemented learning and development activities across SAQA Received and collated the Learning and Development Plans for all Directorates into the Organisational Learning and Development Plan	Learning and Development Plan was developed and approved	SAQA-wide learning and development plan was approved by the CEO	Develop and get CEO approval for SAQA learning and development plan			
			All SAQA staff members participated in at least one learning and development intervention	All SAQA staff members participated in at least one learning and development intervention	All SAQA staff members participated in at least one learning and development intervention	All SAQA staff members participate in at least one learning and development intervention	All SAQA staff members participate in at least one learning and development activity	All SAQA staff members participate in at least one learning and development activity	All SAQA staff members participate in at least one learning and development activity

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
				60% of SAQA Learning & Development Plan was implemented					
		Percentage of compliance with all human resource regulations and legislation	Submitted the Workplace Skills Plan and Annual Training Report by 30 April 2015; and Submitted the Employment Equity Report online to the Dept. of Labour by 31 January 2016	100% compliant with HR legislation Workplace Skills Plan and Annual Training Report submitted to ETDP SETA on 30 April 2016 Submitted Employment Equity report online to DOL on 11 January 2017	Maintained 100% compliance with HR legislation Submitted Workplace Skills Plan and Report to ETDP SETA on 28 April 2017 Submitted the Employment Equity report to the Dept. of Labour in December 2017, well before the deadline of 16 January 2018	Submit the WSP, ATR and EE Plan by stipulated deadline	Submit the WSP, ATR and EE Plan by stipulated deadline		

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
		Percentage of staff performance contracts approved	Developed and approved performance contracts for all staff	100% of staff contracts were developed and approved	100% of staff contracts were approved	Approve 100% of staff contracts			
		Percentage of staff assessed	Completed all staff assessments	100% of staff were assessed against their performance contracts	100% of staff were assessed	Assess 100% of staff			
		Approved remuneration system implemented for all staff; and Percentage of staff who qualify recognised and rewarded	Staff who qualified received performance bonuses Service provider still busy with benchmarking exercise	100% of staff who qualified for bonuses in previous financial year were recognised and rewarded	100% of staff who qualified for bonuses in previous financial year were recognised and rewarded	Recognise and reward 100% of staff who qualify			
		Succession Plan for Senior Management and critical posts in place as per policy		The Succession Plan for senior management and critical posts was developed The Board approved SAQA's	The Succession Plan was reviewed, adjusted and signed off by the CEO	Review Succession Plan and adjust accordingly			

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
				Succession Plan on 10 March 2017					

Quarterly Targets for 2019/20

Performance Indicator	Annual Target	Reporting Period	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
Percentage of organisation-wide learning and development plans implemented	All SAQA staff members participate in at least one learning and development activity	Annual				Produce Tracking Grid for staff learning and development activities
Percentage of compliance with all human resource regulations and legislation	Submit the WSP, ATR and EE Plan by stipulated deadline	Annual	Submit the WSP and ATR to ETDP SETA by 30 April 2019			Submit the Employment Equity report to DOL in January 2020

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

6.1.4 Information Technology

Annual Targets for 2019/20– 2021/22

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/20
Develop an effective and efficient IT system that supports SAQA	An effective and efficient IT system that supports the entity's business	A coordinated and integrated knowledge and information system in place	Developed the Integrated Knowledge Management System Completed functionality testing Board approved the Knowledge Management Strategy and Plan	A service contract was signed with service provider to assist with implementation Staff (user) consultations took place Staff were trained on the Knowledge Management System	The Integrated Knowledge Management system was further enhanced through the establishment of the shared filing system (DocBox) which enables the sharing of Board and Committee Meeting packs and other relevant documents with Management	Migrate one (of ten) directorate documents from the "DocBox" file shared folders to the Knowledge Management System			
		Percentage of compliance with all IT governance	Board approved the	100% compliance with IT governance,	The ICT Strategy was submitted to the I&IT	Update and get approval for the revised ICT Enterprise	Update and get approval for the revised ICT	Update and get approval for the revised ICT	Update and get approval for the revised

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/20
		legislation, regulations and codes of best practice	ICT Enterprise Architecture Prepared the procurement plan and budget for 2016-2017	legislation, regulations and codes of best practice The ICT Enterprise Architecture was approved and implemented	Committee for consideration in February 2018 The ICT Strategy was not approved	Architecture (EA)	Enterprise Architecture	Enterprise Architecture	ICT Enterprise Architecture
			Servers were kept online more than 95% of the time throughout the year	Servers Uptime exceeded 95% for the year	Server Uptime consistently exceeded 95% over the year	Server uptime exceeds 95%	Server Uptime exceeds 95%	Server Uptime exceeds 95%	Server Uptime exceeds 95%
			Fully complied with all IT related legislation Board approved the	100% compliant with relevant IT legislation The IT Director reported on all the IT legislation that	Evidence produced shows compliance with all IT governance legislation, regulations and codes of best practice	Provide evidence of compliance with catalogued IT governance legislation, regulations and			

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/20
		Enterprise Architecture, I&IT Committee recommended COBIT priority objectives for Board approval Reviewed the Information Security Policy		SAQA complied with		codes of best practice			

Quarterly Targets for 2019/20

Performance Indicator	Annual target	Reporting Period	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Percentage of compliance with all IT governance legislation, regulations and codes of best practice	Update and get approval for the revised ICT Enterprise Architecture (EA)	Annual	Update the ICT EA	Present ICT EA to IT Steering Committee	Get I&IT Committee approval	Submit updated ICT EA to Board for notification
	Server uptime exceeds 95%	Quarter	Monitor Server uptime	Monitor Server uptime	Monitor Server uptime	Monitor Server uptime

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

6.1.5 Advocacy, Communication and Support

Annual Targets for 2019/20– 2021/22

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Develop an NQF Advisory Service to enable the public to navigate the NQF	A mechanism in place to ensure the NQF is accessible for policy makers, implementers and beneficiaries	An NQF Advisory Service to further the implementation of the NQF in place	Phase One implemented	Produced report on the further implementation of Phase One of the NQF Advisory Service Strategy The report was approved by the CEO	Reviewed NQF Advisory Service Produced Report on findings and recommendations for further implementation	Implement the recommendations of the review of the NQF Advisory Service	Monitor the implementation of the NQF Advisory Service to determine its effectiveness		
Inform the public about the NQF, SAQA and related matters		Number of people using social media platforms increased	550 000 people using SAQA/NQF digital (including social media) platforms	685 023 individuals used one of SAQA's social media platforms	Recorded 2 868 358 people interactions on digital media platforms	Record 3 800 000 people interacting with content on SAQA/NQF digital platforms	Record 4 200 000 people interacting with content on SAQA/NQF digital platforms	Record 4 500 000 people interacting with content on SAQA/NQF digital platforms	Record 4 800 000 people interacting with content on SAQA/NQF digital platforms
		Percentage of the three target audiences awareness, understanding and value of the NQF increased	Reported a further 5% increase on previous year's target for awareness, understanding and value for	A rating of 92% awareness, understanding and value was reported for policy makers and policy implementers	An overall rating of 92.5% for awareness, understanding and value for policy makers and policy	Maintain over 90% rating for awareness, understanding and value among policy makers and			

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
			policy makers and policy implementers		implementers was recorded policy implementers	policy implementers			

Quarterly Targets for 2019/20

Performance Indicator	Annual Target	Reporting Period	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
An NQF Advisory Service to further the implementation of the NQF is in place	Monitor the implementation of the NQF Advisory Service to determine its effectiveness	Annual	Produce quarterly statistics on the NQF Advisory Service to measure its effectiveness	Produce quarterly statistics on the NQF Advisory Service to measure its effectiveness	Produce quarterly statistics on the NQF Advisory Service to measure its effectiveness	Produce quarterly statistics on the NQF Advisory Service to measure its effectiveness; and report on the effectiveness of this service
Number of people using social media platforms increased	Record 4 200 000 people interacting with content on SAQA/NQF digital platforms	Quarter	Produce quarterly statistics on the number of people and interactions on SAQA/NQF digital platforms	Produce quarterly statistics on the number of people and interactions on SAQA/NQF digital platforms	Produce quarterly statistics on the number of people and interactions on SAQA/NQF digital platforms	Produce quarterly statistics on the number of people and interactions on SAQA/NQF digital platforms

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

5.2. Registration and Recognition

This programme is responsible to:

- Register qualifications and part-qualifications; and
- Recognise professional bodies and register professional designations.

Annual Targets for 2019/20– 2021/22

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Register Qualifications and Part-Qualifications	Implementation of the requirements of the NQF Act regarding the registration of qualifications and the recognition of professional bodies	Percentage of qualifications and part-qualifications recommended by the QCs processed	SAQA processed 100% of the qualifications and part-qualifications recommended by the Quality Councils for registration on the NQF: Registered 178 Higher Education qualifications Registered 37 Occupational qualifications Registered 1 Basic education qualification Registered a total of 216	Processed 100% of qualifications and part-qualifications recommended by the QCs Received 447 new recommendations from QCs Returned: 36 qualifications 411 qualifications met criteria for registration In addition: Registered 361 qualifications on the NQF and recorded 10 learning programmes	Processed 100% of qualifications and part-qualifications recommended by the QCs	Process 100% of qualifications and part-qualifications recommended by the QCs	Process 100% of qualifications and part-qualifications recommended by the QCs	Process 100% of qualifications and part-qualifications recommended by the QCs	Process 100% of qualifications and part-qualifications recommended by the QCs

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
			qualifications this financial year						
Recognise professional bodies and register professional designations		Percentage of Professional bodies and professional designations processed using the professional bodies policy	Processed 100% of the applications received for professional bodies' recognition and the registration of professional designations Recognised 8 professional bodies and registered 19 designations	Processed 100% of applications for the recognition of professional bodies and registration of their professional designations Professional bodies: Carried over 19 PB applications from previous cycle that were processed Received 9 new PB applications for recognition Closed and returned 4 PB applications In addition, 8 PBs were recognised and 13 PBs were carried over to next cycle	Processed 100% of applications for the recognition of professional bodies and registration of their professional designations annually	Process 100% of applications for the recognition of professional bodies and registration of their professional designations annually	Process 100% of applications for the recognition of Professional bodies and registration of their professional designations annually	Process 100% of applications for the recognition of Professional bodies and registration of their professional designations annually	Process 100% of applications for the recognition of Professional bodies and registration of their professional designations annually

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
				Professional designations: Carried over 72 designations from previous cycle Received 64 new PD applications for registration Returned 1 PD applications 63 PDs met criteria for registration In addition, 49 PDs were registered and 85 PDs were carried over to next cycle					
		Percentage of professional bodies monitored	35.4% of the professional bodies that were recognised by 31 March 2014, were monitored This equates to 23 of 65 professional bodies recognised by	10 of the 72 professional bodies that were recognised for at least two years (by 31 March 2015), were monitored This equates to 13.9% of the professional bodies recognised	Monitored 100% of professional bodies that were recognised in the 2015/16 financial year, against the policy and criteria (mid-term review)	Monitor 100% of professional bodies that were recognised in the 2016/17 financial year, against the policy and criteria (mid-term review)	Monitor 100% of professional bodies that were recognised in the 2017/18 financial year who have submitted monitoring reports and who will be	Monitor 100% of professional bodies that were recognised in the 2018/19 financial year who have submitted monitoring reports and who will be evaluated against the	Monitor 100% of professional bodies that were recognised in the 2019/20 financial year who have submitted monitoring reports and who will be

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
			31 March 2014, having been monitored for compliance against the Policy and Criteria for Recognition of Professional Bodies A further 37 of these professional bodies were monitored for compliance in the previous financial year In total, 92.3% of professional bodies recognised by 31 March 2014 have been monitored to date	up to 31 March 2015, having been monitored for the year In addition, a further 23 professional bodies were monitored against the Policy and Criteria for re-recognition			evaluated against the policy and criteria (mid-term review)	policy and criteria (mid-term review)	evaluated against the policy and criteria (mid-term review)
					Monitored 100% of professional bodies that were	Monitor 100% of professional	Renew the recognition of 100% of	Renew the recognition of 100% of	Renew the recognition of 100% of

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
					recognised in the 2012/13 financial year, against the policy and criteria, as a pre-cursor to renew recognition	bodies that were recognised in the 2013/14 financial year, against the policy and criteria, as a pre-cursor to renew recognition	professional bodies that were recognised in the 2014/15 financial year, who have submitted monitoring reports and who will be evaluated against the policy and criteria for recognition	professional bodies that were recognised in the 2015/16 financial year, who have submitted monitoring reports and who will be evaluated against the policy and criteria for recognition	professional bodies that were recognised in the 2016/17 financial year, who have submitted monitoring reports and who will be evaluated against the policy and criteria for recognition

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Register Qualifications and Part Qualifications		The NQF is simplified and articulation pathways are clearly visible		SAQA identified historically registered qualifications on the OQSF that are no longer in use and brought this list to the attention of the QCTO The QCTO recommended 78 qualifications for de-registration The Board approved the de-registration of these qualifications	Compiled List of registered qualifications with no learner enrolments and sent to the QCTO for consideration By the close of the financial year, SAQA had still not received the QCTO's recommendations to de-register any of the identified qualifications	Monitor all qualifications registered from 2009, compile list of qualifications with no learner uptake after 2 years of registration and submit it to the relevant QCs		Compile list of qualifications whose registration expires in June 2021, and send it to the relevant QCs for recommendation for re-registration and / or de-registration	
				Developed proposal to map 5 articulation pathways for learners sampled from NLRD Proposal will be submitted to Board for	The study was completed A Progress Report on the study was approved by SAQA Board on 9 March 2018				

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

<i>Strategic Objective</i>	<i>Strategic Target (MTEF)</i>	<i>Performance Indicator</i>	<i>Audited / Actual Performance</i>			<i>Estimated Performance</i>	<i>Medium Term Targets</i>		
			<i>2015/16</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>
				approval in July 2017 before articulation pathways are mapped					

Quarterly Targets for 2019/20

<i>Performance Indicator</i>	<i>Annual target</i>	<i>Reporting Period</i>	<i>Quarterly targets</i>			
			<i>1st</i>	<i>2nd</i>	<i>3rd</i>	<i>4th</i>
Percentage of qualifications and part-qualifications recommended by the QCs processed	Process 100% of qualifications and part-qualifications recommended by the QCs	<i>Quarter</i>	Process 100% of qualifications and part-qualifications recommended by the QCs for registration on the NQF	Process 100% of qualifications and part-qualifications recommended by the QCs for registration on the NQF	Process 100% of qualifications and part-qualifications recommended by the QCs for registration on the NQF	Process 100% of qualifications and part-qualifications recommended by the QCs for registration on the NQF
Percentage of Professional bodies and professional designations processed using the professional bodies policy	Process 100% of applications for the recognition of Professional bodies and registration of their professional designations annually	<i>Quarter</i>	Process 100% of applications received for Professional body recognition and / or registration of their professional designations	Process 100% of applications received for Professional body recognition and / or registration of their professional designations	Process 100% of applications received for Professional body recognition and / or registration of their professional designations	Process 100% of applications received for Professional body recognition and / or registration of their professional designations
Percentage of professional bodies monitored	Monitor 100% of professional bodies that were recognised in the	<i>Annual</i>				Produce Monitoring Tracking Grid for compliant and non-

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Performance Indicator	Annual target	Reporting Period	Quarterly targets			
			1 st	2 nd	3 rd	4 th
	2017/18 financial year, who have submitted monitoring reports and who will be evaluated against the policy and criteria (mid-term review)					compliant professional bodies that were recognised in the 2017/18 financial year
	Renew the recognition of 100% of professional bodies that were recognised in the 2014/15 financial year, who have submitted monitoring reports and who will be evaluated against the policy and criteria for recognition					Produce Monitoring Tracking Grid with recommendations to renew recognition of compliant professional bodies that were recognised in the 2013/14 financial year

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

6.3 National Learners' Records Database

This programme covers the work of the National Learners' Records Database (NLRD) Directorate and the Verifications Project.

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. The Verifications Project makes use of the NLRD as a data source to verify national qualifications.

6.3.1 National Learners' Records Database

Annual Targets for 2019/20– 2021/22

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Maintain and further develop the National Learners' Records Database	Ensure NQF database is up to date for policy analysis	Percentage of successfully submitted data from QCs successfully loaded	Successfully loaded 100% of all data received from QCs in July and August 2015 Successfully loaded 100% of all data received from QCs in January and February 2016	100% of all data received from QCs that met the criteria were successfully loaded in the 2nd and 4th quarters	Received data from QCs twice a year and loaded 100% of all data that met the criteria	Receive data from QCs twice a year and load 100% of all data that meet the criteria	Receive data from QCs and load 100% of all data that meet the criteria	Receive data from QCs and load 100% of all data that meet the criteria	Receive data from QCs and load 100% of all data that meet the criteria
		Percentage of successfully submitted data from Professional	Successfully loaded all data received in April and May 2015 from	100% of all data received from Professional Bodies that met the criteria were	Received data from professional bodies twice a year and loaded 100% of	Receive data from professional bodies twice a year and load 100% of all data	Receive data from professional bodies and load 100% of all data	Receive data from professional bodies and load 100% of all data	Receive data from professional bodies and load 100% of all data that

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
		Bodies successfully loaded	professional bodies Successfully loaded all data received in October and November 2014 from professional bodies	successfully loaded in the 1st and 3rd quarters	all data that met the criteria	that meet the criteria	that meet the criteria	that meet the criteria	meet the criteria
		Number of searchable databases available to the public		7 searchable databases were available 98% of the time	Made available all 7 searchable databases at least 95% of the time	Make available all 7 searchable databases at least 95% of the time			
		Number of comprehensive reports on all information in the NLRD produced	Produced the NLRD Annual Comprehensive Report for 2015/16	Produced Annual Comprehensive Report for financial year and submitted it to Minister	Produced 1 annual comprehensive report	Produce 1 annual comprehensive report	Produce 1 annual comprehensive report	Produce 1 annual comprehensive report	Produce 1 annual comprehensive report

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
			Produced quarterly tables on information added to NLRD	Produced 1 report quarterly on number of learner achievements added to NLRD	Produced 1 report per quarter on learner achievements added to NLRD	Produce 1 report per quarter on learner achievements added to NLRD	Produce quarterly statistics on information added to NLRD	Produce quarterly statistics on information added to NLRD	Produce quarterly statistics on information added to NLRD
		Number of "Trends" Reports produced every second year	Produced 4 th Trends Report		Produced the 5 th Trends Report		Produce the 6 th Trends Report		Produce the 7 th Trends Report

Quarterly Targets for 2019/20

Performance Indicator	Annual Target	Reporting Period	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
Percentage of successfully submitted data from QCs successfully loaded	Receive data from QCs and load 100% of all data that meet the criteria	Biannual		Produce 1 st report on QC data received and data loaded on NLRD		Produce 2 nd report on QC data received and data loaded on NLRD

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Performance Indicator	Annual Target	Reporting Period	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
Percentage of successfully submitted data from Professional Bodies successfully loaded	Receive data from professional bodies and load 100% of all data that meet the criteria	Biannual	Produce 1 st report on professional body data received and data loaded on NLRD		Produce 2 nd report on professional body data received and data loaded on NLRD	
Number of comprehensive reports on all information in the NLRD produced	Produce quarterly statistics on information added to NLRD		Produce statistics for Q1 on information added to NLRD	Produce statistics for Q2 on information added to NLRD	Produce statistics for Q3 on information added to NLRD	Produce statistics for Q4 on information added to NLRD
	Produce 1 annual comprehensive report	Annual				Produce the annual comprehensive report for the NLRD and submit the report to the Minister
Number of "Trends" Reports produced every second year	Produce the 6 th Trends Report	Every 2 nd year				Produce the 6 th Trends Report

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

6.3.2 The Verifications Project

Annual Targets for 2019/20– 2021/22

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Maintain and further develop the National Learners' Records Database	A credible and reliable verification service for South African qualifications	Percentage of completed submissions for verifications requests are captured and processed	100% of applications for verifications were processed Processed a total of 8 518 batches 355 batches were rejected 8 163 batches moved to the verification stage A total of 72 543 individual records (qualifications) were verified	100% of applications for verifications received in the financial year were processed Received 10 598 batches Returned 1 017 batches 9 581 batches met the criteria for verification In addition: Verified 9 581 batches containing 81 833 individual records	100% of applications for verifications received in the financial year were processed	Process 100% of applications received for the verification of national qualifications in the financial year	Process 100% of applications received for the verification of national qualifications in the financial year	Process 100% of applications received for the verification of national qualifications in the financial year	Process 100% of applications received for the verification of national qualifications in the financial year

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
		Percentage of clients invoiced for completed verification results	Invoiced 100% of clients within 30 days of completing the verifications process	Invoiced 100% of clients within 30 days of completing the verifications process	Invoiced 100% of clients within 30 days of completing the verifications process	Invoice 100% of clients within 30 days of closing a batch			
		Number of Verifications reports produced	Produced (4) quarterly progress reports	Produced Quarterly progress reports (4 reports in total)	Produced a Progress Report for each quarter	Produce a progress report for each quarter within 15 days after the end of the quarter	Produce a progress report for each quarter within 15 days after the end of the quarter	Produce a progress report for each quarter within 15 days after the end of the quarter	Produce a progress report for each quarter within 15 days after the end of the quarter

Quarterly Targets for 2019/20

Performance Indicator	Annual Target	Reporting Period	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
Percentage of completed submissions for verifications requests are captured and processed	Process 100% of applications received for the verification of national qualifications in the financial year	Quarter	Process 100 % of applications received in quarter 1	Process 100 % of applications received in quarter 2	Process 100 % of applications received in quarter 3	Process 100 % of applications received in quarter 4
Number of Verifications reports produced	Produce a progress report for each quarter within 15 days after the end of the quarter	Quarter	Produce quarterly (Q1) progress report by 15 July 2019	Produce quarterly (Q2) progress report by 15 October 2019	Produce quarterly (Q3) progress report by 15 January 2020	Produce quarterly (Q4) progress report by 15 April 2020

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

6.4 Foreign Qualifications Evaluation and Advisory Service

This programme is responsible to maintain and develop SAQA's role as the national source of advice on foreign and domestic learning and qualifications

Annual Targets for 2019/20– 2021/22

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Provide a foreign qualifications evaluation and advisory service	The requirements of the NQF Act regarding the provision of a foreign qualifications evaluation and advisory service implemented	An approved policy framework for the recognition of qualifications in line with the NQF Act implemented	Board approved the Policy for the Evaluation of Foreign Qualifications within the SA NQF on 2 December 2015 Published the policy in the Government Gazette on 30 December 2015	Produced monitoring report on implementation of approved Policy & Criteria for the Evaluation of Foreign Qualifications in the SA NQF	Produced a monitoring report on the implementation of the approved Policy and Criteria for the Evaluation of Foreign Qualifications within the SA NQF, as amended	Produce a monitoring report on the implementation of the approved Policy and Criteria for the Evaluation of Foreign Qualifications within the SA NQF, as amended, with specific reference to the framework for the recognition of deviations and exception cases	Produce a monitoring report on the implementation of the approved Addendum on Asylum Seekers & Refugees		
		Percentage of applications for evaluation of foreign	100% of applications were processed	Processed 100% of all applications received in the	Registered and activated 100% of all compliant	Register and activate 100% of all compliant	Complete the processing of 100% of all	Complete the processing of 100% of all	Complete the processing of 100% of all

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

		qualifications is processed	In total SAQA: Received and processed 24 942 applications Returned 3 647 non-compliant applications Registered 21 295 applications for evaluation Received further information on 10 446 applications from previous financial years Compared and recognised 23 622 foreign qualifications	following manner: Received 25 395 new applications Returned 3 716 non-compliant applications Registered 21 679 compliant applications for evaluation In addition, we compared and recognised 25 188 qualifications	applications for further processing)	applications for further processing (evaluation)	compliant applications	compliant applications	compliant applications
	Foreign qualifications evaluated and verified to identify fraudulent qualifications and provide valid equivalence	Misrepresented qualifications identified in the evaluation of foreign qualifications and a number of initiatives undertaken to counteract	Produced report on misrepresented qualifications in the evaluation of foreign qualifications and the number of initiatives	Produced the annual Trends Report on Misrepresented Foreign Qualifications	Produced the annual Trends Report on Misrepresented Foreign Qualifications	Produce an annual trends report on misrepresented foreign qualifications	Produce an annual trends report on misrepresented foreign qualifications	Produce an annual trends report on misrepresented foreign qualifications	Produce an annual trends report on misrepresented foreign qualifications

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

	certificates to learners	document fraud	undertaken to counteract document fraud						
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Quarterly Targets for 2019/20

Performance Indicator	Annual target	Reporting Period	Quarterly targets			
			1 st	2 nd	3 rd	4 th
An approved policy framework for the recognition of qualifications in line with the NQF Act implemented	Produce a monitoring report on the implementation of the approved Addendum on Refugees and Asylum Seekers	Annual				Produce a monitoring report on the implementation of the approved Addendum on Asylum Seekers & Refugees
Percentage of applications for evaluation of foreign qualifications is processed	Complete the processing of 100% of all compliant applications	Quarter	Complete the processing of 100% of all compliant applications	Complete the processing of 100% of all compliant applications	Complete the processing of 100% of all compliant applications	Complete the processing of 100% of all compliant applications
Misrepresented qualifications identified in the evaluation of foreign qualifications and a number of initiatives undertaken to counteract document fraud	Produce an annual trends report on misrepresented foreign qualifications	Annual				Produce the annual trends report on misrepresented foreign qualifications

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

6.5 Research

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 strategic objectives are to:

- Facilitate and support the implementation of NQF policies in a simple, coherent and integrated manner;
- Conduct research on issues of importance to the NQF.

Annual Targets for 2019/20– 2021/22

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Conduct research on issues of importance to the NQF	Credible research to direct and steer policy as well as legislative debates	Research partnerships facilitated, maintained, and finalised	Produced and approved the Research Partnership Monitoring Report Signed contract with new research partner (Durban University of Technology)	Produced Report giving details of research partnerships facilitated, progress with existing partnerships and partnerships concluded	Produced a detailed report on progress made with current partnerships	Produce a detailed report on progress made with current partnership(s)	Produce a detailed report on progress made with current partnership(s)	Produce a detailed report on research conducted	Produce a detailed report on research conducted
		NQF Impact Study completed	Produced shortened report on NQF Impact Study; and	The 2014 NQF Impact Study summary report was disseminated to stakeholders	Produced the Draft 2017 NQF Impact Study Report	Finalise and get Board approval for the 2017 NQF Impact Study report	Produce and disseminate the summary report on the 2017 NQF Impact Study		

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
			Held workshop with stakeholders to discuss report	Produced progress report on work achieved towards the 2017 NQF Impact Study		Commence conceptualisation of the 2021 NQF Impact Study	Produce a progress report on the 2021 NQF Impact Study	Produce the Draft 2021 NQF Impact Study Report	Finalise and get Board approval for the 2021 NQF Impact Study report
		Number of SAQA Bulletins produced which include at least 2 articles on international trends	Produced and distributed SAQA Bulletin Included two articles on international trends	Produced one SAQA Bulletin	Produced one SAQA Bulletin	Produce one SAQA Bulletin	Produce one SAQA Bulletin	Produce one SAQA Bulletin	Produce one SAQA Bulletin
Facilitate and support the implementation of NQF policies in a simple, coherent and integrated manner		Research report on Ombud function	Produced and approved Draft Concept document on SAQA's role in Ombud function	A Research report on SAQA's role in the ombudsman function was completed and approved by the Board	Could not commence with this deliverable				

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Quarterly Targets for 2019/20

Performance Indicator	Annual target	Reporting Period	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Research partnerships facilitated, maintained, and finalised	Produce a detailed report on progress made with current partnership(s)	Annual			Produce draft research report	Produce the final research report on progress made with current research partnerships
NQF Impact Study completed	Produce and disseminate the summary report on the 2017 NQF Impact Study	Annual				Produce and disseminate the summary report on the 2017 NQF Impact Study
	Produce a progress report on the 2021 NQF Impact Study	Annual				Produce a progress report on the 2021 NQF Impact Study
Number of SAQA Bulletins produced which include at least 2 articles on international trends	Produce one SAQA Bulletin	Annual	Source papers for Bulletin	Review Bulletin papers	Prepare Bulletin papers for publication	Produce and disseminate one Bulletin

6.6 International Liaison

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

Annual Targets for 2019/20– 2021/22

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Ensure effective international collaboration and benchmarking	Report on international regulatory and policy debates	Two documents produced informing NQF partners and other stakeholders about international best practice	Produced an article based on the Addis Convention that focused on the mutual recognition of qualifications Produced article on <i>Good Practice Guidelines for Learning not leading to a Qualification or Part-Qualification</i> Published both articles in Business Brief	Published 1 st article produced by Jens Bjornaveld in the SAQA Bulletin and shared it with the NQF family and international stakeholders Produced 2 nd article on SADC Qualifications Framework entitled: Building trust for better movement. Article published on SAQA website	Produced two documents on international best practice	Produce two documents on international best practice	Produce two documents on international best practice	Produce two documents on international best practice	Produce two documents on international best practice

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
		Number of benchmarking reports produced or benchmarking workshops held	Completed the revision of the Malaysian Benchmarking report	Produced report outlining benchmarking activities between SAQA and National Qualifications Authority of UAE	Convened a benchmarking workshop	Produce one benchmarking report or convene a benchmarking workshop	Produce one benchmarking report or convene a benchmarking workshop	Produce one benchmarking report or convene a benchmarking workshop	Produce one benchmarking report or convene a benchmarking workshop
		Number of international forums participated in so as to share best practice	SAQA participated in: Study visit to Ankara, Turkey Groningen Declaration Network (GDN) meeting in Malaga UNESCO Informal Working Group on Addis Convention	Presented at meeting of the 4th UNESCO Committee of Experts (CoEs) on World Reference Levels in Cape Town Visited Chinese Ministry of Education with DHET to finalise a qualifications bilateral agreement between SA and China	SAQA participated in 12 forums	Attend two international forums	Attend two international forums		

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
			Pan African Quality Assurance Accreditation Conference in Ghana UNESCO Committee of Experts on Developing the Global Convention	Meeting with Higher Education Degree Datacheck (HEDD) in UK Presented at European Association for International Education (EAIE) meeting in UK Chaired and presented at a SADC Technical Committee on Certification and Accreditation (TCCA) meeting in Johannesburg Presentations delivered at: conference in Paris (Scarce jobs & sustainable development; Global trends & local challenges);					

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
				9th Annual International Conference of Education, Research and Innovation in Spain; Chaired and presented at SADC Secretariat meeting in Botswana on implementation of SADC QF Participated in Conference on Getting Organised for Better Qualifications and 5th Committee of Experts meeting on World Reference Levels, in Brussels					

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
				Participated in an exchange visit to the National Students Clearing House in the USA Participated in a study visit to the Norwegian Agency for Quality Assurance in Education (NOKUT) and a study visit to the European Commission in Brussels Presented at the European Qualifications Framework (EQF) Advisory Group meeting in Brussels Presented at the International Symposium for					

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
				Industrial Skills Development of Sustainable Growth for Africa and Japan					
		Number of trends analyses conducted on international developments	Completed and submitted research report on trends related to national standards for teachers and school leaders to Commonwealth Secretariat	Produced report on "Hope for qualifications recognition"	Produced one trends report	Produce one trends report	Produce one trends report	Produce one trends report	Produce one trends report
		Number of workshops or seminars hosted to inform stakeholders about relevant	Hosted workshop with NQF family on Addis Convention	Organised the GDN Annual Meeting arranged for 17	SAQA hosted 8 workshops related to the implementation of the SADC Qualifications	Convene one stakeholder workshop	Convene at least one stakeholder workshop	Convene at least one stakeholder workshop	Convene at least one stakeholder workshop

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Strategic Objective	Strategic Target (MTEF)	Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
		international development	Hosted seminar on <i>Professional Standards for Teachers and School Leaders: A review of developments in South Africa</i>	– 19 May 2016 in Cape Town	Framework (SADCQF)				
		Number of approved guidelines or policies developed or reviewed	Received public comment and engaged with stakeholders on the <i>Guidelines for Good Practice on Learning that does not Lead to a Qualification or Part-Qualification</i>	Produced guideline document, including roadmap and timelines, for the pilot study for African countries to align to the SADC Qualifications Framework	Produced one guideline/policy	Produce/ Review one guideline/ policy			

Quarterly Targets for 2019/20

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Performance Indicator	Annual target	Reporting Period	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Two documents produced informing NQF partners and other stakeholders about international best practice	Produce two documents on international best practice	Annual	Produce 1 st document on international best practice		Produce 2 nd document on international best practice	
Number of benchmarking reports produced or benchmarking workshops held	Produce one benchmarking report or convene a benchmarking workshop	Annual			Produce a benchmarking report or hold a benchmarking workshop	
Number of international forums participated in so as to share best practice	Attend two international forums	Annual		Participate in one international forum		Participate in one international forum
Number of trends analyses conducted on international developments	Produce one trends report	Annual				Produce a report on international trends on qualifications frameworks
Number of workshops or seminars are hosted to inform stakeholders about a relevant international development	Convene at least one stakeholder workshop	Annual	Convene one stakeholder workshop			

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

ACRONYMS

ABET	Adult Basic Education and Training
BRICS	Brazil, Russia, India, China, and South Africa
CAT	Credit Accumulation and Transfer
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CHE	Council on Higher Education
DBE	Department of Basic Education
DFQEAS	Directorate Foreign Qualifications: Evaluation and Advisory Services
DHET	Department of Higher Education and Training
DPSA	Department of Public Service and Administration
DRR	Directorate: Recognition and Registration
DUT	Durban University of Technology
ETQA	Education and Training Quality Assurance
FET	Further Education and Training
GFETQSF	General and Further Education and Training Sub-Framework
HEDCOM	Heads of Education Departments Committee
HEI	Higher Education Institution
HEMIS	Higher Education Management Information System
HEQCIS	Higher Education Quality Committee Information System
HEQSF	Higher Education Qualifications Sub-Framework
HR	Human Resources
I & IT	Information & Information Technology
IEASA	International Education Association of South Africa
IIP	Investors in People
IT	Information Technology
MANCOM	Management Committee
MoU	Memorandum of Understanding

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

MTEF	Medium-term Expenditure Framework
NLRD	National Learners' Records Database
NQF	National Qualifications Framework
NQF Act	National Qualifications Framework Act (No. 67 of 2008)
NSDS	National Skills Development Strategy
NUFFIC	Netherlands Organisation for International Cooperation in Higher Education
OECD	Organisation for Economic Development
OQSF	Occupational Qualifications Sub-Framework
PFMA	Public Finance Management Act (No.1 of 1999 as amended by Act 29 of 1999)
PHEI	Private Higher Education Institution
QC	Quality Council
QCTO	Quality Council for Trades and Occupations
RPL	Recognition of Prior Learning
RQF	Regional Qualifications Framework
SADC	Southern African Development Community
SAQA	South African Qualifications Authority
SAQA Act	South African Qualifications Act (No. 58 of 1995)
SETA	Sector Education Training Authority
UCT	University of Cape Town
UKZN	University of KwaZulu-Natal
UNESCO	United Nations Educational, Scientific and Agricultural Organization
USAf	Universities South Africa
UWC	University of the Western Cape

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

PART C: LINKS TO OTHER PLANS

1. Links to the Long Term Infrastructure and Other Capital Plans

This Section does not apply to SAQA.

7 Conditional Grants

None

8 Public Entities

None

9 Public Private Partnerships

None

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

PART D: ADDENDUM

1. Vision

A world class National Qualifications Framework for South Africa

2. Mission

Oversee the further development and implementation of the National Qualifications Framework 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

3. Values

SAQA regards the NQF as a framework for communication, coordination and collaboration across education, training, development and work, and therefore the work done by SAQA is underpinned by the following values:

- Social and Economic Transformation
- Integration
- High Energy and Corporate Vibrancy
- Quality Service
- Integrity
- Quality Qualifications

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

4. Strategic Oriented Goals

STRATEGIC GOAL	FIVE-YEAR GOAL STATEMENT	STRATEGIC OBJECTIVE	2019/20 STRATEGIC IMPERATIVE	ACTIONS
<i>Leadership</i>	Provide decisive and coherent leadership to coordinate implementation of an effectively articulated NQF	<i>Provide decisive and coherent leadership to coordinate implementation of an effectively articulated NQF</i> <i>Coordinate the work of NQF partners</i>	Provide decisive leadership to advise, co-ordinate, monitor and report on the implementation of an integrated NQF	Continue to: <ul style="list-style-type: none"> Implement the NQF Act and use legal processes to establish principles where opportunities arise; Promote coherence among the NQF Sub-Frameworks; Ensure systemic alignment of what simplification of the NQF means; Intervene at a systemic level to address articulation blockages; Advance Articulation by showcasing good practice across the education and training sector; Ensure the integrity of the NQF by promoting genuine qualifications, and reporting on misrepresented and fraudulent qualifications; and Generate self-funding to ensure the sustainability of SAQA.
		<i>Ensure effective international collaboration and benchmarking</i>	Promote constructive relationships through shared understanding to influence the effective implementation of NQF objectives	Strengthen and continue to use the System of Collaboration to ensure constructive working relationships among the NQF family and stakeholders to: <ul style="list-style-type: none"> Further simplify the NQF; Promote a culture of quality and articulation; Collaborate on research projects; Promote genuine qualifications; and Continue to promote the South African NQF internationally.
<i>NQF Implementation</i>	Facilitate and support the implementation of NQF Policies in a simple, coherent and	<i>Facilitate and support the implementation of NQF Policies in a simple, coherent and integrated manner</i>	<i>Oversee and facilitate the implementation of NQF policies in a coherent, simple and integrated</i>	Continue to monitor, evaluate and align NQF policies to: <ul style="list-style-type: none"> Enhance the mobility of national and international lifelong learners, and recognise their learning and experience; and Incorporate relevant and new insights into these policies. <p>Continue to:</p>

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

STRATEGIC GOAL	FIVE-YEAR GOAL STATEMENT	STRATEGIC OBJECTIVE	2019/20 STRATEGIC IMPERATIVE	ACTIONS
	integrated manner	<i>Register qualifications and part-qualifications</i> <i>Recognise professional bodies and register professional designations</i> <i>Maintain and further develop the National Learners' Records Database</i> <i>Provide a foreign qualifications evaluation and advisory service</i> <i>Conduct research on issues of importance to the NQF</i>	manner across education, training, development and work	<ul style="list-style-type: none"> Conduct and disseminate research findings to inform, direct and steer policy implementation; Ensure the quality of information by strengthening and integrating information systems through automation where appropriate; and Use business intelligence tools to monitor and strengthen NQF implementation.
<i>Public Positioning</i>	Publicly position the NQF through its positive impact and structured advocacy and communications	<i>Inform the public about the NQF, SAQA and related matters</i> <i>Develop an NQF Advisory Service to</i>	Make the NQF visible, understood and valued through targeted advocacy and communication	<p>Continue to:</p> <ul style="list-style-type: none"> Publicise the ways in which the NQF is a national asset and is positively impacting on people; and Strengthen the promotion and understanding of the NQF and its objectives to policy makers, policy implementers and policy beneficiaries. <p>Empower SAQA staff to use the NQF Knowledge Management System to offer credible NQF Advisory Services to the public.</p>

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

STRATEGIC GOAL	FIVE-YEAR GOAL STATEMENT	STRATEGIC OBJECTIVE	2019/20 STRATEGIC IMPERATIVE	ACTIONS
		<i>enable the public to navigate the NQF</i>		
<i>Valuing people</i>	Optimise capacity, encourage and value the contributions of staff towards organisational effectiveness and excellence in service delivery	<i>Provide strategic and operational human resource support to SAQA</i> <i>Develop an effective and efficient IT system that supports SAQA</i> <i>Maintain an effective and efficient financial management system</i>	Empower staff and value their contributions towards continued organisational excellence	Continue to: <ul style="list-style-type: none"> ▪ Prioritise the personal, professional and leadership development of staff; and ▪ Build and monitor staff capacity in order to optimise service delivery. ▪ Implement a values-based performance management system informed by the SAQA Staff Declaration and Critical Success Leadership Behaviours; ▪ Implement the Appreciation, Recognition and Reward System, including team-based performance recognition; ▪ Implement a coaching and mentoring system; and ▪ Deepen staff knowledge to effectively champion and implement the NQF. ▪ Implement the Succession Plan in the context of organisational change.

5. Strategic Plan: 2015-2020

This Annual Performance Plan is the last year of the five-year Strategic Plan 2015/16-2019/20.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

PART E: TECHNICAL DESCRIPTORS

1. Programme 1: Administration

1.1 Executive Office

Indicator title	1. Report on progress with implementing the NQF Implementation Framework 2015-2020
Short definition	Implementation of the requirements of the NQF Act by the Quality Councils (QCs)
Purpose/ importance	Compliance with the NQF Act, 2008, which provides that SAQA must oversee and monitor that the NQF Act is implemented by SAQA and the QCs. The NQF Implementation Framework outlines what needs to be implemented and therefore monitored.
Source/ collection of data	Verbal and written reports submitted to the CEO committee by the QCs and minutes of the CEO Committee
Method of calculation	Qualitative assessment of progress reports by SAQA and the QCs
Data limitations	Information limited to what is reported at the CEO Committee by the QCs.
Type of indicator	Outcome –Impact
Calculation type	Annual discreet reports over five years
Reporting cycle	Annually
New indicator	No. This indicator follows on the previous indicator on monitoring against the NQF Implementation Framework 2011-2015
Desired performance	SAQA and the QCs are making progress towards the implementation of the priorities of the NQF, as per the NQF Implementation Framework 2015-2020 and the Ministerial Priorities and Guidelines for the NQF, as released by the Minister from time to time.
Indicator responsibility	CEO as Chairperson of the CEO Committee, with inputs by the CEOs of the QCs.
Indicator title	2. Report on progress with implementing the Ministerial Guidelines
Short definition	This indicator is about providing feedback on the implementation of priorities that were set by the Minister: HET for the financial year.
Purpose/ importance	Every year the Minister: HET determines areas of focus over and above what has already been set out in SAQA's Strategic Plan and Annual Performance Plan. These priorities need to be incorporated into the Annual performance Plan for the year if funding has been allocated for the project and if the Ministerial Guidelines are published in time for the planning cycle.
Source/ collection of data	Reports of specific deliverables, minutes of SAQA Board and CEO Committee meetings, Tracking Grid used to specifically track progress made by SAQA and the QCs
Method of calculation	Collation of inputs received from SAQA directorates and the QCs

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Data limitations	SAQA can comfortably verify its own progress against the deliverables. Inputs from the QCs are limited by the information provided to the CEO Committee.
Type of indicator	Output indicator which leads to specific outcomes and will have an impact on society at large.
Calculation type	Quarterly progress tracked on Tracking Grid is collated into an annual report. The report follows the deliverables outlined on the Ministerial Guidelines.
Reporting cycle	Annual
New indicator	No
Desired performance	It is desirable for SAQA and the QCs to meet the targets specified in the Ministerial Guidelines as this will benefit the lifelong learner.
Indicator responsibility	CEO
Indicator title	3. Report on Simplifying the NQF
Short definition	This indicator is about providing feedback on progress made with simplifying the NQF in the financial year.
Purpose/ importance	Every year the Minister: HET determines areas of focus over and above what has already been set out in SAQA's Strategic Plan and Annual Performance Plan. These priorities need to be incorporated into the Annual performance Plan for the year if funding has been allocated for the project. Simplifying the NQF has been identified as one of the priority areas. It is a focus area listed in SAQA's Strategic Imperatives that was approved by the Board.
Source/ collection of data	Inputs into the Quarterly Reports submitted to the Minister; directorate presentations during the Quarterly Review meetings and reports provided by task teams reporting to the CEO Committee.
Method of calculation	Inputs received from SAQA directorates are used to populate the progress made against the Simplification of the NQF Action Plan that was approved by the SAQA Board on 20 October 2016 (SAQA14114/16)
Data limitations	SAQA can only engage in activities that are covered by its budget.
Type of indicator	Output indicator which leads to specific outcomes and will have an impact on society at large.
Calculation type	The Simplification of the NQF Action Plan Progress Report is compiled from inputs received from directorates and QCs where applicable.
Reporting cycle	Annual
New indicator	Yes
Desired performance	It is desirable for SAQA to complete the work set out in the Action Plan.
Indicator responsibility	CEO
Indicator title	4. Bi-monthly reports on misrepresented qualifications
Short definition	A report on persons who misrepresent their qualifications and providers who operate outside of the NQF is collated and sent to the Minister every two months

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Purpose/ importance	Qualifications fraud is a very serious issue and has the attention of the Minister and Deputy President. The Minister wants to receive regular reports on persons who misrepresent their qualifications and providers who operate outside the NQF. He intends publishing this register in the Government Gazette. Once the NQF Amendment Bill is passed, SAQA will publish the Register on its website
Source/ collection of data	Information is drawn from the Verifications and DFQ units monthly. The QCs are also requested to submit information to SAQA. These lists are sent to the Director in the Office of the CEO. The information is entered into the Register of the Misrepresentation of Qualifications. A letter is sent with the aggregated information to the Minister every two months. The same would apply to providers that SAQA becomes aware of that are not registered and/or accredited to offer (a) specific qualification/s.
Method of calculation	Misrepresentation is confirmed by the Verifications and Foreign Qualifications units during the course of verifying applicants' qualifications. Once a case of misrepresentation has been confirmed by the institution who supposedly issued the qualification, the person's name and misrepresented qualification is entered onto the List of Misrepresented Qualifications. The record is pending until such time as the period allowed for an appeal to be lodged has passed/ the outcome of the appeal is known. If the confirmation is upheld, then the person's details are confirmed on the Register of the Misrepresentation of Qualifications.
Data limitations	Current legislation does not support the publication of names of those who misrepresented their qualifications. Only once the Policy on the Misrepresented of Qualifications has been published post the NQF Amendment Bill being passed, or the applicant consented to having his/her details published in the event of having provided false information, will the Minister be able to publish the names on the Register and SAQA will be able to publish the Register on its website.
Type of indicator	Outcome – results from verification process (output) in DFQ and Verifications unit as well as the QCs.
Calculation type	Cumulative
Reporting cycle	Every two months
New indicator	No
Desired performance	It is desirable for no names to appear on the Register if qualifications are not misrepresented. However, in the event of society not living up to the values of the NQF, it is desirable for SAQA to detect every case of misrepresentation and report these cases to the SAPS for further investigation and prosecution.
Indicator responsibility	Director: Office of CEO
Indicator title	5. Register on Fraudulent Qualifications
Short definition	A register of persons and providers who have been found guilty of qualifications fraud by a court of law, is updated. Regular reports are provided to the Minister on the contents of the Register.
Purpose/ importance	Qualifications fraud is a very serious issue and has the attention of the public. The Minister wants to receive regular reports on persons and providers who have committed qualifications fraud. This information must be obtained from the Department of Justice
Source/ collection of data	This information currently resides with the Department of Justice. High level discussions will need to take place at ministerial and DG level in order for SAQA to be able to fulfil this obligation. Information from the courts will be sourced to populate this register through the DOJ.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Method of calculation	Fraud is confirmed by the court of law. This information will be sourced through the Department of Justice and entered into the Register of Fraudulent Qualifications. SAQA will report every two months to the Minister on the contents of the Register.
Data limitations	Current legislation does not support the publication of names or the collection of information from the Department of Justice. Only after the NQF Amendment Bill is promulgated, and a mechanism put in place to get information through the Department of Justice, will the Register of Fraudulent Qualifications be populated.
Type of indicator	Output – High level negotiations will result in a MOU with DOJ to provide information that will be recorded in the Register of fraudulent Qualifications
Calculation type	Cumulative
Reporting cycle	Every two months
New indicator	Yes
Desired performance	It is desirable for SAQA to establish a working relationship with the DOJ so that all cases of qualifications fraud can be recorded in the Register of Fraudulent Qualifications
Indicator responsibility	CEO
Indicator title	6. Report on Articulation Action Plan
Short definition	SAQA developed an Articulation Action Plan that is based on the requirements stipulated in the Ministerial Guidelines and SAQA's mandate provided by the NQF Act. The Action Plan was approved by the SAQA Board and an annual progress report will be submitted to the SAQA Board and the Minister of Higher Education and Training.
Purpose/ importance	Articulation has been identified as a priority by the Minister and its implementation will allow learners to have easier access to education and training opportunities. There are several barriers to articulation, especially across Sub-Frameworks that require urgent attention.
Source/ collection of data	Minutes of the CEO Committee and the SAQA Board, reports of specific interventions that are periodically reported to the SAQA Board and CEO Committee; reports provided by directorates on the work that they have done; minutes of the Q&S Committee and inputs into the Quarterly Reports to the Minister.
Method of calculation	SAQA has identified the areas in which interventions will be made and captured these interventions in an Articulation Action Plan. Information is gathered from various sources and collated into the progress report on the implementation of the Articulation Action Plan. This report will be submitted to the Board prior to being submitted to the Minister annually.
Data limitations	The report is limited to the interventions that SAQA is directly involved in.
Type of indicator	Output indicator which leads to learners having easier access to education and training opportunities.
Calculation type	Single discreet sets of information collated into one annual report by SAQA
Reporting cycle	Annually
New indicator	Yes
Desired performance	It would be beneficial to all stakeholders if the desired performance is met.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Indicator responsibility	Deputy CEO, with inputs from Directorates
Indicator title	7. Input into legislation and policies / Advice to Minister
Short definition	SAQA is required to comment on relevant legislation and policies as and when requested to do so or when published for public comment. This comment is sometimes presented in the form of advice to the Minister.
Purpose/ importance	SAQA has been given specific functions to fulfil under the NQF Act. SAQA therefore needs to ensure that all policies and legislation that affect the education and training environment uphold the values of and support the implementation of the NQF Act. The Minister from time to time, requests advice from SAQA before formulating a policy / new legislation.
Source/ collection of data	Inputs are provided by relevant directorates, the DCEO and CEO. All information is collected and condensed into a single document by the Director in the Office of the CEO. The document is signed off by the CEO and serves as SAQA's official response.
Method of calculation	Discreet submissions for comment on individual policies or pieces of legislation are counted
Data limitations	SAQA only provides input from its perspective and within its scope of work.
Type of indicator	SAQA provides input into another institution's deliverable (output). SAQA's output is its official submission.
Calculation type	Cumulative over the year
Reporting cycle	Annual
New indicator	No
Desired performance	It is desirable for SAQA to provide input into every piece of relevant legislation published for public comment.
Indicator responsibility	Directorates, DCEO, Director: Office of CEO and CEO
Indicator Title	8. Review of approved guidelines or policies
Short Definition	SAQA is reviewing current policies and guidelines in order to simplify and keep them current and relevant
Purpose/Importance	The environment changes fairly rapidly. It is important for policies and guidelines to remain current and relevant. New guidelines are developed to fill in the gaps and periodic reviews of current policies and guidelines are necessary to ensure relevance. It is also important for SAQA to align its policies to those of the Minister and the NQF Amendment Bill once it has been published.
Source/Collection of data	Documents tracking review process; documents and stakeholder consultations, board minutes, approved document
Method of Calculation	All inputs are collated and incorporated into the revised guideline or policy document for approval by the Board
Data limitations	The process may span multiple years depending on the complexity of the work that needs to be done
Type of Indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Annually
New Indicator	No
Desired performance	Two policies / guidelines are reviewed
Indicator responsibility	Director International Liaison

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Indicator title	9. Review and Report on effective collaboration in accordance with the System of Collaboration
Short definition	The NQF Act requires SAQA to develop a System of Collaboration to guide the mutual relations of SAQA and the QCs and to co-ordinate the Sub-Frameworks. SAQA will compile a report on the collaboration between itself and the QCs. The CEO Committee will also review the System of Collaboration and make changes to it if required. This is in anticipation of changes to the NQF Act that is included in the Improvement Plan of DHET.
Purpose/ importance	SAQA and the QCs are jointly responsible for implementing the NQF. SAQA oversees implementation and reports back on progress being made by SAQA and the QCs. Without collaboration between the QCs and SAQA there is a real danger of the NQF not being an integrated and co-ordinated framework which will hinder the implementation of articulation, RPL and CAT to the detriment of learners. Dispute mechanisms are clearly spelt out on the System of Collaboration so that if there is a dispute, the correct mechanism to resolve the dispute will be used.
Source/ collection of data	Minutes of CEO Committee, Tracking Grid and the SAQA Board, interactions between SAQA and the QCs and submissions to the Minister of HET.
Method of calculation	Qualitative Assessment of progress reports submitted to the CEO Committee, by the Chairperson of the CEO Committee
Data limitations	Effective collaboration is a qualitative measure that is subjective. It is the perception of the Chairperson of the CEO Committee and CEO of SAQA that determines the effectiveness of the collaboration.
Type of indicator	Impact indicator – effective collaboration is required for coherence in implementing the NQF.
Calculation type	Discreet report compiled at the end of the financial year
Reporting cycle	Annually
New indicator	No
Desired performance	A positive report signalling on-going collaboration among the QCs and SAQA.
Indicator responsibility	CEO with inputs from the CEO Committee and relevant Directorates

1.2 Finance and Administration

Indicator Title	10. A clean audit report
Short Definition	SAQA has established an unqualified audit as the base line for its operations and as the outcome of all audits by the Auditor General. SAQA aims for a clean audit with each external audit.
Purpose/Importance	This will ensure that SAQA is compliant with all legal requirements and carries out its mandate in an efficient and effective manner.
Source/Collection of data	The annual audit report from the Auditor General.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Method of Calculation	Single report
Data limitations	The report is for the previous financial year
Type of Indicator	Output
Calculation type	Discreet
Reporting cycle	Annually
New Indicator	No
Desired performance	It will be in the interests of the country for the actual performance to exceed the target
Indicator responsibility	Director: Finance & Administration & CEO

1.3 Human Resources

Indicator title	11. Learning and Development of employees
Short definition	Each employee participates in at least one training intervention
Purpose/ importance	SAQA's mandate is derived from the NQF Act and is about implementation and further development of the NQF. The annual targets for the year identify the targets and that need to be achieved for the year. SAQA staff members are assigned to each of the deliverables. The Learning and Development interventions ensure that staff are able to achieve these deliverables.
Source/ collection of data	Each directorate identifies the training needs of individual members and these are included in the employees' performance contracts. SAQA also looks at its overall deliverables for the year and determines what training staff members should be given. All new staff members attend a six-day induction. Staff members who participate in learning and development interventions sign an attendance register.
Method of calculation	Staff attendance at training interventions are recorded on a Tracking Grid. Each staff member must participate in at least one learning and development intervention for the year. The only exceptions are those staff members who are on maternity leave or disability / long leave who may not be at work during the times of scheduled learning and development interventions.
Data limitations	Training interventions are disrupted because of urgent work deadlines or crises within SAQA. Informal and non-formal learning interventions are more difficult to track.
Type of indicator	Activity that reports on training outputs
Calculation type	Cumulative for the year
Reporting cycle	Annually
New indicator	No
Desired performance	It is desirable for SAQA staff to participate in more than the planned interventions stated in the Learning and development Plan.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Indicator responsibility	Directors and Director: HR
Indicator title	12. Compliance with relevant human resource regulations and legislation
Short definition	Policies and operations must be current and legally compliant. SAQA must comply with regards to submissions to the Dept. of Labour and the relevant SETA.
Purpose/ importance	SAQA's HR operations and its policies must comply with relevant legislation and regulations to ensure fairness in appointments and conditions of service, a contented staff and to assist the Government to attain its labour targets e.g. employment equity.
Source/ collection of data	SAQAs HR policies, Minutes of REMCO Meetings, Reports to the SAQA Board.
Method of calculation	Quantitative and qualitative information is collated to assist with an assessment against a checklist of relevant regulations and legislation to establish level of compliance
Data limitations	This checklist is updated as legislation changes are implemented.
Type of indicator	Output (WSP, ATR and EE Plans) and Impact (alignment of policies with legislation)
Calculation type	Non-cumulative. Annual assessment against checklist to establish compliance
Reporting cycle	Annual
New indicator	No
Desired performance	All policies and operations are legally compliant
Indicator responsibility	Director: HR

1.4 Information Technology

Indicator title	13. Revision of the ICT Enterprise Architecture
Short definition	The ICT Enterprise Architecture is updated regularly
Purpose/importance	The ICT Enterprise Architecture is a "living document" that must be updated regularly to reflect the IT business, information and technology architecture due to regular changes or updates in the business and IT environment.
Source/collection of data	Minutes of Board and Committee meetings, Policy revisions, Requests for Change (RFC) and IT configuration requirements.
Method of calculation	Delivered successfully when update is approved by the I & IT Committee
Data limitations	None
Type of indicator	Output (ICT Enterprise architecture)
Calculation type	Cumulative
Reporting cycle	Quarterly

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

New indicator	No
Desired performance	The update is approved by the I & IT Committee
Indicator responsibility	IT Director
Indicator title	14. Server Uptime
Short definition	The IT systems are available to the SAQA business and users
Purpose/importance	SAQA cannot function effectively without its IT systems that must be available and accessible during office hours.
Source/collection of data	The Systems availability is indirectly measured by monitoring the database and application server uptime. The uptime of the following servers is measured: Dilbert (Proprietary databases), Rafiki (bespoke databases), Thandi (NLRD database) and Asterix (Email server). The motivation is that if a user cannot gain access to a database via an application or its emails then the IT system is not available to the business.
Method of calculation	The average percentage uptime is calculated for each of the four servers based on monthly database administrator service provider reports. The average for each server is then averaged to give one value expressed as a percentage.
Data limitations	Only uptime of the four servers are used; Downtime during power outages are excluded.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	The server uptime is 95% or more
Indicator responsibility	IT Director

1.5 Advocacy, Communication, and Support

Indicator title	15. NQF advisory service
Short definition	SAQA launched an Advisory Service that provides information on the NQF to the public in 2015/16. In the last financial year, an internal online survey was conducted to analyse and review the NQF Advisory Service. In this financial year, emphasis will be placed on implementing recommendations arising from the review.
Purpose/ importance	Learners, employers and employees need information about learning opportunities and qualifications in order to make informed decisions about further study and work opportunities.
Source/ collection of data	Logs and tracking grids of the number of queries serviced are maintained. The types of queries are also tracked. The implementation of the integrated reception service is monitored.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Method of calculation	Quantitative and Qualitative. A report on the number of queries, nature of queries and how they were resolved is produced. This report contains information generated up to and including 31 March each year. Data is therefore drawn on the first working day of the new financial year, with care being taken to ensure that only information from the previous financial year is selected. This data is analysed and compiled in a report that is submitted to the CEO by 15 April each year. The CEO will engage with the report, recommend amendments if required and approve the report on or before 30 April each year.
Data limitations	Data gathered is based on the people who manage to reach SAQA, meaning that those who do not manage to reach SAQA due to technical or other reasons may be excluded.
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% of client queries are captured and analysed to gather systemic issues that need attention. Client complaints are attended to and feedback given within the standard turn-around time. Necessary improvements are made to the integrated reception service to ensure effectiveness. It is desirable for all clients to be totally satisfied with the information that was received.
Indicator responsibility	ACS Director
Indicator title	16. Number of people using social media platforms
Short definition	SAQA provides information to people through social media platforms. We are interested in tracking the number of people interacting with content on SAQA/NQF digital platforms.
Purpose/ importance	This information assists people in further study decisions and appointments. SAQA uses its website and various social media platforms to promote easy access to SAQA services and information
Source/ collection of data	Logs, tracking grids and analytics of access to different social media platforms. This information is collated into a single table quarterly showing performance for the quarter and cumulative year-to-date performance.
Method of calculation	Statistics for each platform is sourced quarterly and collated into a single table.
Data limitations	Only platforms that are directly accessed can be measured (i.e. not those accessed through cached sites)
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	It is preferable for the actual performance to exceed the target.
Indicator responsibility	ACS Director

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

2. Programme 2: Registration and Recognition

Indicator title	17. Percentage of qualifications and part-qualifications recommended by the QCs
Short definition	All qualifications and part qualifications recommended by the 3 QCs for registration are processed prior to being evaluated against the <i>Policy and Criteria for the Registration of Qualifications and Part-qualifications on the NQF.</i>
Purpose/ importance	The NQF Act, Act 67 of 2008 requires all qualifications and part-qualifications offered in South Africa to be registered on the NQF. SAQA's role is to ensure that all qualifications and part-qualifications that meet the criteria for registration are registered so that they can be offered to learners by accredited providers.
Source/ collection of data	<ul style="list-style-type: none"> • An overall tracking spread sheet is used to track receipt of the recommended qualifications / part qualifications and the results of the processing. • Letters of recommendations to register qualifications from QCs; • Copies of qualifications recommended for registration by the QCs; and • Compliance checklists processing qualifications for compliance.
Method of calculation	<p>Processing entails the following steps:</p> <ol style="list-style-type: none"> DRR receives recommended qualifications by the QCs through the office of the CEO; (qualifications received on the last day of the month will be captured as received on the first working day of the new month); AO will capture all received qualifications and submit the list and qualifications to the Deputy Director; The DD and ADs will use the compliance checklist to screen the qualifications for compliance; Qualifications that do not meet the compliance requirements are returned to the QC accompanied by a letter signed by the CEO; <p>Qualifications that meet the compliance requirements are then evaluated against the Policy and Criteria for Registering a Qualification or Part Qualifications on the NQF.</p> <p>Quantitative. Simple calculation of number of recommendations processed as a % of recommendations received ($x/y = 100\%$ where x is the number of qualifications processed against the Compliance Checklist and y is the number of qualifications received).</p>
Data limitations	<p>Qualifications submitted at the end of the month or end of the financial period will be captured as new on the first day of the following month or financial period.</p> <p>When qualifications are returned to the QC due to non – compliance, the process flow is closed. Qualifications that are re-submitted are treated as new submissions and captured accordingly on the spreadsheet.</p>
Type of indicator	Activity / efficiency. The target is measuring the efficiency of the staff in terms of processing recommended qualifications (the activity) within the specified time frame.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Registration of all qualifications and part-qualifications that comply with the policy and criteria are registered in the shortest possible time.
Indicator responsibility	Director: Registration and Recognition
Indicator title	18. Percentage of professional bodies and professional designations
Short definition	Professional Bodies that have submitted their monitoring reports to SAQA are monitored for compliance with the Policy and Criteria for the recognition of professional bodies and the registration of professional designations, after a period of at least two years recognition.
Purpose/ importance	This is a requirement of the NQF Act, Act 67 of 2008.
Source/ collection of data	<ul style="list-style-type: none"> • An overall tracking spread sheet used for tracking receipt of the applications of professional bodies for recognition and registration of professional designations; • Applications received from Professional Bodies; • Compliance checklists for screening applications for compliance; and • Letters to PBs regarding de-recognition for non- compliance.
Method of calculation	$x/y = 100\%$ where x = the number of professional bodies monitored in financial year that have submitted their monitoring reports and y = the total number of professional bodies that were recognised in financial year.
Data limitations	The processing of the application may be prolonged due to objections or litigations. The target does not consider the number of professional bodies recognised or professional designations registered as this outcome varies in terms of time and number of interventions required before all the requirements have been met.
Type of indicator	Activity / efficiency. The target is measuring the efficiency of the staff in terms of processing recommended professional designations and professional body applications for recognition (the activity) within the specified time frame.
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All applications for recognition and registration from professional bodies that comply with the requirements of the policy and criteria are recognised / registered in the shortest possible timeframe.
Indicator responsibility	Director: Registration and Recognition
Indicator title	19. Percentage of professional bodies monitored in mid-term of recognition period

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Short definition	All recognised Professional Bodies that submitted monitoring reports are monitored in their 4 th year of recognition for the renewal of recognition for a further 5-year period. Each PB is subjected to a monitoring and evaluation process: <ul style="list-style-type: none"> a) Monitoring process refers to the outcome of the midterm review process; b) Evaluation process refers to the evaluation of evidence submitted to SAQA against the policy and criteria for recognising a professional body and registering a professional designation; and the outcome of the site visit conducted to verify the evidence submitted to SAQA.
Purpose/ importance	Professional bodies play a vital role in improving service delivery in their sectors, encouraging ethical standards and facilitating skills development through CPD activities and through inputs to qualification development. The monitoring process is important to assure SAQA that the professional bodies continue to meet the criteria for recognition and play their intended role for the NQF.
Source/ collection of data	<ul style="list-style-type: none"> • Monitoring reports and spread sheet tracking overall progress of monitoring process; • Letters to PBs regarding visits; • Letters to PBs regarding findings of the visits and recommendations if necessary; • Evaluation reports; • Internal checklist for each application
Method of calculation	$x/y = 100\%$ where x = the number of professional bodies in their 4 th year of recognition and who were monitored for the renewal of recognition, and y = the total number of professional bodies that were recognised in the relevant financial year.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	All bodies continue to meet the criteria.
Indicator responsibility	Director: Registration and Recognition
Indicator title	20. Percentage of professional bodies monitored for the renewal of recognition
Short definition	All recognised Professional Bodies are monitored in their 4 th year of recognition for the renewal of recognition for a further 5-year period. Each PB is subjected to a monitoring and evaluation process: <ul style="list-style-type: none"> c) Monitoring process refers to the outcome of the midterm review process; d) Evaluation process refers to the evaluation of evidence submitted to SAQA against the policy and criteria for recognising a professional body and registering a professional designation; and the outcome of the site visit conducted to verify the evidence submitted to SAQA.
Purpose/ importance	Professional Bodies play a vital role in improving service delivery in their sectors, encouraging ethical standards and facilitating skills development through CPD activities and through inputs to qualification development. The monitoring process is important to assure

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

	SAQA that the professional bodies continue to meet the criteria for recognition and play their intended role for the NQF and to enable the SAQA Board to take a decision regarding re-recognition for a further term.
Source/ collection of data	<ul style="list-style-type: none"> • A list of all qualifications registered from 2009 – 2017 with no learner enrolments is drawn from the NLRD and analysed • Letters sent to the relevant QC notifying them about all qualifications with no learner enrolments • Letters from the relevant QCs acknowledging receipt of the list of qualifications from SAQA with no learner uptake • NLRD records
Method of calculation	$x/y = 100\%$ where x = the number of professional bodies in their 4 th year of recognition and who seek re-recognition, and y = the total number of professional bodies that were recognised in the relevant financial year z where z was at least 4 years prior to the current financial year.
Data limitations	The number of professional bodies selected in this manner will vary according to the number that was recognised in any given year.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	It is desirable to have compliant professional bodies.
Indicator responsibility	Director: Registration and Recognition

3. Programme 3: National Learners' Records Database

3.1 National Learners' Records Database (NLRD)

Indicator title	21. Data submitted from QCs successfully loaded on the NLRD
Short definition	Learner enrolment and achievement records that are submitted in the correct format (as stipulated by the NLRD Directorate in the document, <i>Specifications for Load Files for the NLRD for the use of Quality Assurance functionaries</i>) are loaded onto the NLRD
Purpose/ importance	The NLRD is the national database for learner enrolment and achievement records. Regular data loads ensure that the most current information available is loaded onto the NLRD. This database is used by the Verifications unit to verify national qualifications
Source/ collection of data	Data uploads and submissions from Quality Assurance functionaries (SETAs and QCs)
Method of calculation	Data loaded by QCs and SETAs is held in quarantine until checked for compliance against the set of criteria in the document, <i>Specifications for Load Files for the NLRD for the use of Quality Assurance functionaries</i> . This document is shared with all Quality Councils and SETAs who load data onto the NLRD. Quarterly meetings are held in the form of the NLRD Partners Forum to monitor

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

	progress of data loads. If the data meets all the criteria, then the data is loaded onto the NLRD. Data that is rejected due to non-compliance is returned, fixed at source and re-submitted for loading. The number of QCs and SETAs that have loaded data (x) is compared to the number of QCs and SETAs that have submitted data (y) to ensure that all issues of data formatting have been resolved and all data have been loaded. $x/y = 100\%$.
Data limitations	Only data supplied to the NLRD from the SETAs and QCs can be loaded on the NLRD. Data loads are done at intervals, which affects the timeliness of data that is available on the NLRD. The quality of the data on the NLRD depends on the data sources.
Type of indicator	Input
Calculation type	Cumulative for the year
Reporting cycle	Twice a year – data received within the prior 6 months is reported on.
New indicator	No
Desired performance	All data submitted for capturing that meets the criteria is uploaded onto the NLRD
Indicator responsibility	Director: NLRD
Indicator title	22. Data from Professional Bodies that has been successfully loaded on the NLRD
Short definition	Data about individuals who belong to Professional Bodies and attain Professional Designations, new Professional Bodies that have been recognised and Professional Designations registered that are submitted in the correct format (as stipulated by the NLRD Directorate in the document, <i>Specifications for Load Files for the NLRD for the use of Professional Bodies</i>) are loaded onto the NLRD
Purpose/ importance	Ensures that the NLRD contains the most updated information about Professional Bodies and Professional Designations. The NLRD is the national database for all records on recognised Professional Bodies and registered Professional Designations.
Source/ collection of data	Data uploads and submissions from Professional Bodies
Method of calculation	Data loaded by Professional Bodies is held in quarantine until checked for compliance against the document, <i>Specifications for Load Files for the NLRD for the use of Professional Bodies</i> . This document is shared with all Professional Bodies who load data onto the NLRD. Data that is rejected due to non-compliance is returned, fixed and re-submitted for loading. The number of Professional Bodies submitting data (x) is compared with the number of data loads uploaded (y) to ensure that all issues of non-compliance have been resolved within the cycle. $x/y = 100\%$. Annual meetings are held in the form of the Professional Bodies Data Loads Forum to discuss progress made with data loads. If the data meets all the criteria, then the data is loaded onto the NLRD.
Data limitations	Only information from recognised Professional Bodies is captured on the NLRD. Data loads frequency and quality of information received is dependent on the Professional Bodies
Type of indicator	Input
Calculation type	Cumulative for the year
Reporting cycle	Twice a year – data loaded in the prior 6 months is reported on.
New indicator	No
Desired performance	All data submitted for capturing that meets the criteria is uploaded onto the NLRD

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Indicator responsibility	Director NLRD
Indicator title	23. Reports on all information added to and contained on NLRD
Short definition	The NLRD contains information on more than 17 million learners. Quarterly statistics are drawn to reflect the records that were added to the NLRD for the period. An annual report of all the information captured on the NLRD regarding learner records, registered qualifications and part-qualifications and professional bodies' information is produced at the end of the financial year.
Purpose/ importance	These reports provide a snapshot of the number of records that the NLRD contains at a given point in time and for a given period. The NLRD is the national database for all learner records, information about qualifications, part-qualifications, professional body recognition and registered professional designations.
Source/ collection of data	The report is drawn from the NLRD
Method of calculation	A snapshot of the NLRD is taken at the end of each quarter and at the end of the financial year to show the number of records in the various categories that it contains. This report contains information generated up to and including 31 March each year. Data is therefore drawn on the first working day of the new financial year, with care being taken to ensure that only information from the previous financial year is selected. This data is analysed and compiled in a report that is submitted to the CEO by 15 April each year. The CEO will engage with the report, recommend amendments if required and approve the report on or before 30 April each year.
Data limitations	Only information contained on the NLRD can be reported on. The NLRD does not as yet contain all the records of every learner in the country.
Type of indicator	Output. The report serves as official confirmation of the contents of the NLRD at the end of the financial year.
Calculation type	Cumulative
Reporting cycle	Annual
Desired performance	A comprehensive report summarising the data on the NLRD is produced at the end of the financial year.
Indicator responsibility	Director: NLRD
Indicator title	24. Trends Reports produced every second year based on information contained on the NLRD
Short definition	A Trends report relating to information on the NLRD is compiled every second year
Purpose/ importance	This information assists with planning and policy making.
Source/ collection of data	The NLRD
Method of calculation	Information from the NLRD is extracted and analysed for the report
Data limitations	Only information on the NLRD can be used in the report. This may exclude data that has not yet been made available to the NLRD.
Type of indicator	Output indicator that shows impact on the country
Calculation type	Cumulative – data used in the trends report builds on data used in previous report.
Reporting cycle	Every 2 years

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

New indicator	No
Desired performance	A comprehensive trends report on a specific topic is produced every second year
Indicator responsibility	Director: NLRD

3.2 Verifications Project

Indicator title	25. Provide a national qualifications verifications service that processes a percentage of applications received
Short definition	The Qualifications of persons seeking employment and further study must be verified for correctness to aid employment appointments. Applications for verification are received mainly from organisations that have shortlisted candidates for jobs. Applications are made on a specific template. Generally, applications are received in batches which vary in size from a single application to several hundreds of applications.
Purpose/ importance	This is important for fair and just appointments and admissions to further study to be made. SAQA has a responsibility to identify misrepresented qualifications and report such misrepresentations to the Minister and the SAPS for further action. National and provincial departments are compelled to verify the qualifications of all prospective employees before appointments are made.
Source/ collection of data	Emails received, emails returned with requests for further information and data captured on the Verifications database and the NLRD
Method of calculation	Applications are made by completing the Individual Verifications List for SAQA: NLRD spreadsheet and emailing the request for verification services to verifications@saqa.co.za . The Individual Verifications List for SAQA: NLRD spreadsheet is made available to the government departments / organisations who wish to use SAQA's Verification services on the SAQA website. 100% of applications processed mean the following: Applications are received via email. Each application is opened and checked for completeness of all the fields on the Individual Verifications List for SAQA: NLRD spreadsheet and checklist. This is required to proceed with the verification. Those applications that are incomplete are returned to the applicant. Those that meet the criteria are captured on the Verifications database and assigned to a batch verifier to commence with the verifications process. This is where the processing phase ends and verification begins. The indicator is calculated as follows: $x/y = 100\%$ where x is the number of applications processed and y is the number of applications received in a financial year. This report contains information generated up to and including 31 March each year. Data is therefore drawn on the first working day of the new financial year, with care being taken to ensure that only information from the previous financial year is selected. This data is analysed and compiled in a report that is submitted to the CEO by 15 April each year. The CEO will engage with the report, recommend amendments if required and approve the report on or before 30 April each year.
Data limitations	It is difficult to determine the length of time taken to verify a qualification that is not recorded on the NLRD as information needs to be sourced directly from an institution or from archived records. SAQA is also not in a position to determine how many requests are received each year. It is therefore important to measure the effectiveness of this team on their activity – the time it takes to process an application (as described above).

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Type of indicator	Input / activity
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% of applications received are processed
Indicator responsibility	Verifications Project Director
Indicator title	26. Quarterly progress reports on the Verifications Project
Short definition	The Verifications Project verifies in excess of 80 000 records a year. With changes to policies, it is anticipated that the demand for this service will grow exponentially. It is therefore vital to keep track of progress being made in this function. Quarterly reports show the efficiency and effectiveness of the unit and highlights areas for concerns
Purpose/ importance	The DPSA has issued a directive that all National and Provincial departments must verify the qualifications of potential employees before they are appointed. A cabinet memo is anticipated that will compel the entire public service to follow suit. This means that the demand for verification services could increase exponentially. If the service is not provided within the set timeframes, this could be very damaging to SAQA's reputation. On the positive side, if the unit can increase its efficiency, it would result in more revenue for SAQA.
Source/ collection of data	Reports are derived from information drawn from the Verifications database. Quarterly reports are presented at the quarterly performance review meetings of senior staff and finalised within 15 days after the end of the quarter
Method of calculation	Quarterly reports contain the following information that is tracked quarterly: number of requests received in batches and counted as individual applications; time taken to process the requests received, time taken to complete the verifications of qualifications according to the categories that the client was willing to pay for; number of records verified, number of misrepresented qualifications confirmed, and potential revenue generated in the quarter.
Data limitations	It is difficult to determine the length of time taken to verify a qualification that is not recorded on the NLRD as information needs to be sourced directly from an institution or from archived records. It is therefore important to look at the number of requests received for verification and the number that has been verified for the period. The more requests that are received for qualifications that are not on the NLRD, the greater is the chance of missed revenue as it will take longer to verify the records and in some cases, it may not be possible to verify the records.
Type of indicator	Input / activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	It is desirable to have comprehensive quarterly reports that can track progress over time.
Indicator responsibility	Verifications Project Director

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

4. Programme 4: Foreign Qualifications Evaluation and Advisory Service

Indicator title	27. Implement an amended Policy Framework for the Evaluation of Foreign Qualifications in line with the NQF Act
Short definition	The Policy & Criteria for Evaluating Foreign Qualifications within the South African NQF, as amended, will be implemented as regards the approved Addendum on Asylum Seekers & Refugees
Purpose/ importance	Amendments should ensure the ongoing relevance and currency of the Policy & Criteria and continued stakeholder awareness and understanding, as well as alignment of business practice with the Policy and Criteria with specific reference to Asylum Seekers & Refugees
Source/ collection of data	Published documentation, implementation context (staff awareness, business practice, stakeholder and client awareness, understanding and compliance)
Method of calculation	This report contains information generated up to and including 31 March each year. Data is therefore drawn on the first working day of the new financial year, with care being taken to ensure that only information from the previous financial year is selected. This data is analysed and compiled in a report that is submitted to the CEO by 15 April each year. The CEO will engage with the report, recommend amendments if required and approve the report on or before 30 April each year.
Data limitations	This target can only be met if the Board approves the Addendum on Asylum Seekers & Refugees by the end of 2018/19
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No. Continuation after implementation of approved Policy & Criteria, as amended
Desired performance	Full implementation of the Policy & Criteria for Evaluating Foreign Qualifications within the South African NQF, as amended
Indicator responsibility	Director: DFQEAS
Indicator title	28. Percentage of compliant applications for evaluation of foreign qualifications processed
Short definition	Applicants submit their applications to SAQA either personally, or via courier / post. If the latter, they are recorded in a register. SAQA checks all submitted applications against the criteria for compliance (screened). Applications that are compliant (that is, meet all the application criteria) are then pre-registered, registered, activated and launched into the system for further processing (that is, evaluation, which entails both verification and comparison). After completion of the evaluation process, the outcome is communicated to applicants and can be that qualifications are either not recognised (communication per letter), or recognised (SAQA Certificate of Evaluation issued). Files are then closed.
Purpose/ importance	Registration and activation denote the beginning of the evaluation process that will lead to evaluation outcomes. Evaluation outcomes are needed by the holders of foreign qualifications, namely (1) foreign nationals applying for work visas and then applying for work, professional licensing and/or further study and (2) South Africans who have studied abroad and wish to apply for jobs locally or to study further. Registration and activation are preceded by screening of the applications against application criteria. Applications screened on

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

	the last day of the financial year will only be registered on the first day of the new financial year and applications registered in a period less than three months before the end of the financial year will possibly be fully processed only in the new financial year and if so, are excluded from the target. There will, however, be a track record of work done on those cases since registration.
Source/ collection of data	Registration reports pulled from the DFQEAS Admin System; status reports (such as Seeking Verification) indicating further progress.
Method of calculation	Statistical reports; simple count. The indicator is calculated as follows: $x/y = 100\%$ where x is the number of applications registered from the beginning of the financial year up to three months before the end of it; and y is the number of files completed within three months from such registration.
Data limitations	Limitations in the registration and activation of compliant applications can be caused by a breakdown in and erratic behaviour of systems or people. Further processing can be limited by a dependency on external sources, insufficient income and other resources or unexpected breakdowns in systems (including power failures).
Type of indicator	Input / activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Applicants submit applications to SAQA either personally, or via courier / post. If the latter, they are recorded in a register. SAQA checks all applications against the criteria for compliance (screened). Applications that are compliant (that is, meet all the application criteria) are then pre-registered, registered, activated and launched into the system for further processing (that is, evaluation, which entails both verification and comparison). After completion of the evaluation process, the outcome is communicated to applicants and can be that qualifications are either not recognised (communication per letter), or recognised (SAQA Certificate of Evaluation issued). Files are then closed.
Indicator responsibility	Registration and activation denote the beginning of the evaluation process that will lead to evaluation outcomes. Evaluation outcomes are needed by the holders of foreign qualifications, namely (1) foreign nationals applying for work visas and then applying for work, professional licensing and/or further study and (2) South Africans who have studied abroad and wish to apply for jobs locally or to study further. Registration and activation are preceded by screening of the applications against application criteria. Applications screened on the last day of the financial year will only be registered on the first day of the new financial year and Applications registered in a period less than three months before the end of the financial year will possibly be fully processed only in the new financial year and if so, are excluded from the target. There will, however, be a track record of work done on those cases since registration.
Indicator title	29. Annual Trends Report on Misrepresented Foreign Qualifications
Short definition	A report is produced annually showing trends in the data sourced from qualifications verified and those found to have been misrepresented.

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Purpose/ importance	Qualification fraud is receiving attention from the Minister. The purpose of this report is to identify trends in the data of misrepresented foreign qualifications in order to put processes in place to reduce the likelihood of a misrepresented qualification going undetected. Trends in data can also inform the understanding of risk areas and action taken to mitigate those areas.
Source/ collection of data	Information is sourced from the records of misrepresentation of qualifications confirmed by DFQ during their verification processes. The data is captured on a verification database and compiled monthly in a list of misinformation about qualifications
Method of calculation	Data is aggregated by type of claimed qualification, level of education and country of claimed origin. This report contains information generated up to and including 31 March each year. Data is therefore drawn on the first working day of the new financial year, with care being taken to ensure that only information from the previous financial year is selected. This data is analysed and compiled in a report that is submitted to the CEO by 15 April each year. The CEO will engage with the report, recommend amendments if required and approve the report on or before 30 April each year.
Data limitations	The trends are limited to the misrepresentation records that have been confirmed – pending verification requests may potentially add to the numbers. The first report was produced in 2014/15. Until March 2015 when a pilot project was launched to verify every single qualification, only qualifications that looked obviously fraudulent were verified. This may have resulted in some fraudulent qualifications passing undetected in previous years.
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No – continuation of previous year
Desired performance	100% of all compliant applications that are registered, are fully processed within three months of registration
Indicator responsibility	Director : DFQEAS

5. Programme 5: Research

Indicator title	30. Progress report on research partnerships
Short definition	SAQA engages with research partners to conduct specific research. SAQA is obliged to manage these relationships to ensure that pre-determined deadlines and deliverables are adhered to. In addition, SAQA also popularises the research that results from the work done. This research and its dissemination must be reported.
Purpose/importance	The research partnerships produce information to stimulate thinking on crucial NQF matters and inform planning in this sector. Research initiatives create new knowledge, monitor the effectiveness of specific initiatives or add more evidence to a relevant knowledge area. SAQA Is responsible for further developing and implementing the NQF and for advising the Minister of new developments; SAQA's 2019/20 Strategic Imperatives include (a) providing leadership to advise, coordinate, monitor and report on the implementation of an integrated articulated NQF, (b) oversee and facilitate the implementation of NQF policies in a coherent, simple, and integrated manner across education, training, development and work, (c) promote constructive relationships through shared understanding, to influence the

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

	effective implementation of NQF objectives, (d) make the NQF visible, understood and valued through targeted advocacy and communication, and empower staff towards continued organisational excellence. Research plays a significant role in SAQA's achievement of these objectives. This research and its dissemination much be reported.
Source/collection of data	Progress reports and deliverables
Method of calculation	Deliverables are submitted according to project plans. This information is compiled into a report.
Data limitation	Report covers research done for the financial year
Type of indicator	Output
Calculation type	Cumulative, as per research projects
Reporting cycle	Annual
New indicator	No
Desired performance	Research is completed according to Executive Office approved projects
Indicator responsibility	Director: Research
Indicator title	31. 2017 NQF Impact Study
Short definition	Produce and disseminate the summary report on the 2017 NQF Impact Study
Purpose/importance	The NQF Impact Study is important to show the impact of the NQF on the education and training system.
Source/collection of data	The full 2017 NQF Impact Study Report is summarised
Method of calculation	A summary is made of the full 2017 NQF Impact Study Report is
Data limitation	Only available data can be used.
Type of indicator	Impact
Calculation type	Cumulative- several drafts lead to final approved report
Reporting cycle	Annual
New indicator	No
Desired performance	The Summary 2017 NQF Impact Study Report produced is of good quality
Indicator responsibility	Director: Research
Indicator title	32. 2021 NQF Impact Study
Short definition	Progress report on the 2021 NQF Impact Study
Purpose/importance	The progress report shows work done towards assessing the impact of the NQF on the national system for education and training
Source/collection of data	Reports on analyses of documentary, survey and interview data
Method of calculation	Information from various sources is used to measure the impact of the NQF on education and training in line with the approved theoretical frameworks
Data limitation	Only available data can be used. Some aspects cannot be measured because of the lack of data

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Type of indicator	Impact
Calculation type	Cumulative- several drafts lead to final approved report
Reporting cycle	Annual
New indicator	No
Desired performance	Draft report/parts of draft report
Indicator responsibility	Director :Research
Indicator title	33. SAQA Bulletin produced and disseminated
Short definition	SAQA produces Bulletins to inform NQF stakeholders about local and international NQF matters
Purpose/importance	The purpose of the Bulletin is to impart knowledge to stakeholders about the NQF and related topics
Source/collection of data	A typeset bulletin is disseminated
Method of calculation	Existence of Bulletin, and Bulletin on SAQA website
Data limitation	Alerts need to be sent out to prove that the Bulletin is on the website
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	At least one bulletin per year
Indicator responsibility	Director :Research

6. Programme 6: International Liaison

Indicator Title	34. Two documents produced informing NQF partners and other stakeholders on international best practice
Short Definition	Two documents are produced that report on international regulatory and policy debates that can help South African stakeholders improve the NQF
Purpose/Importance	There are over 140 qualifications frameworks around the world and each country has its own education and training system all of which have different ways of operating. Best practices in these frameworks and countries must be shared with NQF stakeholders as such practices could help improve what we do. This can help simplify the NQF and its practices and so improve its usefulness to the public
Source/Collection of data	International literature, conferences, events, international interactions
Method of Calculation	Information from international conferences, events and interactions are synthesized into a document
Data limitations	The degree to which countries are willing to share details of their operations could be a limiting factor.
Type of Indicator	Output

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Calculation type	Cumulative
Reporting cycle	Annual
New Indicator	No
Desired performance	At least two reports are produced during the year.
Indicator responsibility	Director: International Liaison
Indicator Title	35. Number of benchmarking reports produced or benchmarking workshops held
Short Definition	Benchmarking the NQF against international best practice is important to improve the quality of the NQF. This exercise is either carried out through literature searches or through workshops. The findings are documented in reports.
Purpose/Importance	South African Education and Training and NQF practices and policies are benchmarked against best practice internationally and reports are written on the findings. This can help simplify the NQF and its practices and so improve its usefulness to the public
Source/Collection of data	Literature used, discussions, workshop reports
Method of Calculation	Benchmarking exercises are documented in a report
Data limitations	The degree to which countries are willing to share details of their operations could be a limiting factor.
Type of Indicator	Output (report), outcome (lessons learned are implemented) and impact (effect of improved NQF on society). In this instance, we are measuring the output.
Calculation type	Cumulative
Reporting cycle	Annual
New Indicator	No
Desired performance	One benchmarking report produced or benchmarking workshop during the year.
Indicator responsibility	Director: International Liaison
Indicator Title	36. Participate in a number of international forums so as to share best practice
Short Definition	SAQA officials attend international conferences/forums to deliver papers, participate in debates and to learn about international qualifications and education and training practices
Purpose/Importance	Reports are generated after each event. This can help simplify the NQF and improve on the work that SAQA delivers on
Source/Collection of data	Event reports
Method of Calculation	A report is generated after each event with implications for SAQA. These reports are approved by the CEO and shared internally with management via the international shared folder or during a Wednesday strategy session
Data limitations	The degree to which countries are willing to share details of their operations could be a limiting factor. Events are usually organised around a specific purpose and the lessons that SAQA learns may be limited by the event programme
Type of Indicator	Output
Calculation type	Cumulative

DRAFT SAQA ANNUAL PERFORMANCE PLAN FOR 2019/20

Reporting cycle	Annual
New Indicator	No
Desired performance	Participate in at least 2 events during the year
Indicator responsibility	Director International Liaison
Indicator Title	37. Number of trends analyses conducted on international developments
Short Definition	Trends in international practices and policies in education and training and qualifications frameworks are determined and analysed and disseminated amongst South African NQF stakeholders.
Purpose/Importance	This can help simplify the NQF and its practices and so improve its usefulness to the public
Source/Collection of data	Research and literature searches
Method of Calculation	Trends are analysed and a paper is produced on the analysis. The paper is approved by the CEO before being shared with stakeholders
Data limitations	The degree to which countries are willing to share details of their operations could be a limiting factor.
Type of Indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New Indicator	No
Desired performance	At least one trends report produced during the year
Indicator responsibility	Director: International Liaison
Indicator Title	38. Number of stakeholder workshops or seminars held
Short Definition	Stakeholder workshops are held to inform stakeholders about international best practice
Purpose/Importance	There are over 140 qualification frameworks globally. SAQA explores different frameworks and brings new knowledge into the country to help build the SA NQF.
Source/Collection of data	Workshop / seminar reports
Method of Calculation	The knowledge being imparted and all the activities around the seminar / workshop are captured in a report
Data limitations	The degree to which countries are willing to share details of their operations could be a limiting factor.
Type of Indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New Indicator	No
Desired performance	At least one stakeholder seminar held during the year.
Indicator responsibility	Director: International Liaison