SOUTH AFRICAN QUALIFICATIONS AUTHORITY

Revised Annual Performance Plan 2021/22

REVISED APP APPROVED BY THE BOARD ON 30 AUGUST 2021 (SAQA 04/2021) AND ON 28 OCTOBER 2021 (SAQA 09134/21)

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REVISED ANNUAL PERFORMANCE PLAN 2021/22

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Executive Authority Statement

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Dr Blade Nzimande

Executive Authority: The South African Qualifications Authority

Accounting Officer Statement

SAQA, a section 3A public entity in terms of the PFMA, has an unbroken record of unqualified audit opinions in its twenty-four-year history. SAQA faced one of its toughest years in its history during the 2020/21 financial year. The Covid-19 pandemic and the subsequent lockdown had severely hampered SAQA's ability to generate funding through its paid-services. Closure of South Africa's borders resulted in SAQA not receiving requests for the evaluation of foreign qualifications. National and provincial departments had also slowed down recruitment during this period, and therefore did not make use of SAQA's verification services. Professional bodies, like many organisations, suffered financial difficulties, and early indications were that SAQA would not receive professional body fees in 2020/21. Some professional bodies requested to be de-recognised so that they were not liable for the fee.

Despite its best efforts to remain sustainable, the SAQA Board had no choice but to approve the implementation of Section 189 of the Labour Relations Act on 29 September 2020. This meant that seventy-one employees across salary bands had to be retrenched in order to balance the 2020/21 budget. Retrenchments halted hours before final letters were issued as DHET approved an additional five million rand in funding for 2020/21, to cover the shortfall in the salary bill until 31 March 2021. In the meanwhile, SAQA continued with its restructure plans to streamline the organisation for greater efficiency and in preparation for the adoption of 4IR in the form of automation.

SAQA's leadership is also in crisis. The 6th SAQA Board saw fit not to appoint a new CEO, so SAQA continues to be under the leadership of the Acting CEO. The Minister: HESI appointed the 7th Board as of 1 January 2021, and this Board would have to appoint a CEO urgently.

The 6th Board decided, in its Strategic Planning session in July 2020, to focus SAQA's efforts on becoming financially sustainable. This means that SAQA must find alternate ways to raise revenue to build its reserves; ensure that it generates more revenue through its paid-services; streamline its processes for greater efficiency and improved service delivery through automation and the sustained development and maintenance of artificial intelligence tools; restructure the organisation to match its deliverables and streamline its governance structure to serve SAQA better.

SAQA's focus for the 2020/25 Planning Cycle is on streamlining and automating its processes to become more efficient in its service provision. The NQF Act 2008, as amended, gives SAQA more responsibility and authority. With the pending retrenchments due to the restructure (brought on because of budgetary

constraints) and operational expenses cut to the bone, SAQA is unlikely to achieve these deliverables in the current year. Some deliverables will have to shift to the next financial year once SAQA's staff complement has stabilised, revenue generation has normalised and more money is available for capital and operational expenditure.

This Annual Performance Plan is premised on the assumption that SAQA will have sufficient funds and staff to deliver on its commitments.

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Dr J Reddy
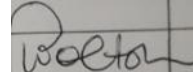
Accounting Officer

The South African Qualifications Authority

Official Sign-Off

It is hereby certified that this Annual Performance Plan:
- Was developed by the Management of SAQA under the guidance of the Ministry of Higher Education, Science and Innovation;
- Takes into account all the relevant policies, legislation and other mandates for which SAQA is responsible; and
- Accurately reflects the Impact, Outcomes and Outputs which SAQA will endeavour to achieve over the period 2021/22.
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People Management Senior Manager	Registration & Recognition Senior Manager	Authentication Services Senior Manager	Research Senior Manager	ICT Senior Manager
Ms P Flanagan	Mr J Nel	Mr W Radu	Dr H Bolton	Mr J Ntsioa

Governance, People & Strategy Executive		NQF Operations Executive		Chief Finance Officer		Accounting Officer	
Ms N Naidoo		Ms N Starr		Ms S Netili		Dr J Reddy	

Approved by:

Dr B Nzimande

Minister: Higher Education,
Science and Innovation

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

Revised Annual Performance Plan 2021/22

Part A: Our Mandate

1. Updates to the Relevant Legislative and Policy Mandates

1.1 National Qualifications Framework Act, 2008 (Act 67 of 2008 as amended)

SAQA was established under the SAQA Act, No. 58 of 1995 and continues to exist under the National Qualifications Framework (NQF) Act, No. 67 of 2008 (as amended by the Higher Education Laws Amendment Acts 26 of 2010 and the NQF Amendment Act, No 12 of 2019). The functions of SAQA are set out in sections 5(3) and 13 of the NQF Act, which became effective on 1 June 2009. It positions SAQA as the oversight body of the NQF and the custodian of its values. In summary, SAQA must:

* Advise the relevant Ministers and decision-makers on NQF matters, oversee the implementation of the NQF, liaise and consult with the QCs on issues relating to the implementation of the NQF;
* Develop policies and criteria for the registration of qualifications, assessment, recognition of prior learning and credit accumulation and transfer, recognising a professional body and registering a professional designation, and develop level descriptors;
* Maintain a National Learners' Records Database (NLRD), to ensure that South African qualifications are of acceptable quality, to provide an evaluation and advisory service with respect to foreign qualifications; and
* Conduct or commission research into NQF related matters, to collaborate with international counterparts, and to initiate and drive a clear, coordinated communication and advocacy strategy to assist providers, learners and the public at large in knowing, understanding and valuing the NQF architecture, and how it benefits them.

The NQF Amendment Act, No. 12 of 2019 that was signed by the President on 13 August 2019 and published for information, further adds to SAQA's mandate.

"The purpose of the NQF Amendment Act is:

〉 To amend the National Qualifications Framework Act, 2008, so as to amend and insert certain definitions;
〉 to provide for the verification of all qualifications or part-qualifications by the SAQA;
〉 to provide for the formulation of criteria for evaluating foreign qualifications;
〉 to provide for the establishment and maintenance of separate registers of misrepresented or fraudulent qualifications or part-qualifications;

〉 to provide for a separate register for professional designations;
〉 to provide for the referral of qualifications or part-qualifications to the SAQA for verification and evaluation;
〉 to provide for offences and penalties which have a bearing on fraudulent qualifications; and
〉 to provide for matters connected therewith.

Source: NQF Amendment Act, 2019

The NQF Amendment Act "seeks to create an enabling mechanism for the South African Qualifications Authority (''SAQA'') and the three Quality Councils (''QCs'') to have legislative competence to address challenges with regard to fraudulent or misrepresented qualifications or part-qualifications. In this regard, a provision is made for the referral of all qualifications or part-qualifications presented for study, employment or appointment to the SAQA for verification or evaluation. Furthermore, a provision is also made for the referral of fraudulent qualifications or part-qualifications to the relevant professional body. A provision has also been made for offences in respect of fraudulent qualifications or part-qualifications.

The SAQA is also empowered to establish and maintain separate registers for professional designations, misrepresented qualifications and part-qualifications, and fraudulent qualifications and part-qualifications. The SAQA is also empowered to evaluate foreign qualifications or part-qualifications and to formulate and publish criteria for evaluating foreign qualifications or part-qualifications.

A provision has also been made to allow the SAQA, as the body with overall responsibility for the National Qualifications Framework (''NQF'') and for the coordination of the sub-frameworks, to be consulted when the QCs advise the Minister on matters relating to their sub-frameworks. The rationale for this amendment is to mitigate the current situation where QCs do not consult with the SAQA about issues pertaining to the development and management of their sub-frameworks and other matters related to their quality assurance role. This situation creates a risk for the enduring public credibility of the NQF and the quality assurance regime."

Source: MEMORANDUM ON THE OBJECTS OF NATIONAL QUALIFICATIONS FRAMEWORK AMENDMENT BILL, 2018 presented to Parliament.

The Public Finance Management Act (1999)

SAQA commits to sound corporate governance, integrity, efficiency, and compliance. This Strategic Plan considers section 30.1 of the Treasury Regulations, 2005, promulgated under the Public Finance Management Act, 1999 (PFMA) as well as the Revised Framework for Strategic Plans and Annual Performance Plans, issued by the DPME in June 2019.

1.2 Policy Mandates

SAQA has direct responsibility for implementing, managing or overseeing the following Policy mandates:

- The White Paper on Post- School Education and Training (November 2013)
- Priorities and Guidelines for the NQF and other directives issued by the Minister of Higher Education, Science and Technology

Concerning the White Paper on Post-School Education and Training (2013): the implementation of this document finds expression in the Draft National Plan for Post-School Education and Training discussed below.

In terms of the Ministerial Guidelines: The Minister: Higher Education, Science and Technology, may publish guidelines that highlight priorities that SAQA and the QCs must consider. The Minister did not publish Guidelines in 2019 or 2020 as the NQF Act Implementation Evaluation Improvement Plan replaced the 2019 Guidelines. SAQA considered the contents of the latter in the development of its Strategic Plan and Annual Performance Plan.

2   Updates to Institutional Policies and Strategies

2.1 National Development Plan 2030

Chapter 9 of the National Development Plan (NDP) deals with IMPROVING EDUCATION, TRAINING AND INNOVATION. In its focus on the **Youth and Education,** the NDP lists the following targets:

(i)   Improve the school system, including increasing the number of students achieving above 50 per cent in literacy and mathematics, increasing learner retention rates to 90 per cent and bolstering teacher training.

(ii)   Strengthen youth service programmes and introduce new, community-based programmes to offer young people life-skills training, entrepreneurship training and opportunities to participate in community development programmes.

(iii)   Strengthen and expand the number of FET colleges to increase the participation rate to 25 per cent.

(iv)   Increase the graduation rate of FET colleges to 75 per cent.

(v)   Provide full funding assistance covering tuition, books, accommodation and living allowance to students from poor families.

(vi)   Provide a tax incentive to employers to reduce the initial cost of hiring young labour-market entrants.

(vii)   Subsidise the placement sector to identify, prepare and place matric graduates into work. The subsidy will be paid upon successful placement.

(viii) Expand learnerships and make training vouchers directly available to job seekers.

(ix)   Formalise the graduate recruitment scheme for the public service to attract highly skilled people.

(x)   Expand the role of state-owned enterprises in training artisans and technical professionals.

Enabling milestones

(i)   Increase the quality of education so that all children have at least two years of preschool education, and all children in grade 3 can read and write.

(ii) Broaden social cohesion and unity while redressing the inequities of the past.

Critical actions

An education accountability chain, with lines of responsibility from the state to the classroom.

In line with the priorities of the plan, **people with disabilities** must have enhanced access to quality education and employment. Efforts to ensure relevant and accessible skills development programmes for people with disabilities, coupled with equal opportunities for their productive and gainful employment, must be prioritised.

These targets are currently under review.

2.2 National Development Plan Five-Year Implementation Plan

Government has identified seven priorities derived from the Electoral Mandate and the 2019 State of the Nation Address:

- Priority 1: Economic Transformation and Job Creation
- **Priority 2: Education, Skills and Health**
- Priority 3: Consolidating the Social Wage through Reliable and Quality Basic Services
- Priority 4: Spatial Integration, Human Settlements and Local Government
- Priority 5: Social Cohesion and Safe Communities
- Priority 6: A Capable, Ethical and Developmental State
- Priority 7: A better Africa and World

Priority 2, namely, *Education, Skills and Health,* is relevant to the Department of Higher Education and Training. This priority contributes to pillar 2 of the 3 NDP pillars, which is *Capabilities of South Africans.*

The DHET's NDP five-year Implementation Plan does not specify any direct contribution from SAQA.

2.3 Medium Term Strategic Framework (MTSF)

DHET's five-year MTSF refers to the following outcomes:

- Access;
- Quality;
- Responsiveness;
- Success; and
- Efficiency.

DHET has recommended that SAQA and the QCs consider the following three outcomes in their Strategic Plans:

- Improved quality;
- Expanded access (RPL and Articulation); and
- Improved efficiency.

2.4 National Spatial Development Plan

SAQA awaits the publication of this document.

2.5 National Plan for Post-School Education and Training

The White Paper for Post-School Education and Training of 2013 sets out a vision for a post-school education system that enriches lives, promotes social justice and overcomes historical inequalities. This Draft National Plan for Post-School Education and Training (the Plan) gives effect to that vision.

The post-school education and training (PSET) system provide for three main types of public education and training institutions: community education and training (CET) colleges, technical and vocational education and training (TVET) colleges and higher education institutions, each with an important role to play in the system. The Plan provides for an expanded and differentiated public system, in which the TVET and the CET sectors should enrol 3.5 million students by 2030 or well over two-thirds of all public PSET students. All colleges and universities that provide post-school education and training opportunities across the sector will work closely with skills development providers, as identified in the National Skills Development Strategy (2030).

The sections of the Plan that are relevant to SAQA are detailed below.

Goal	Objective	Outcomes	Strategies
Goal 1: An integrated and coordinated PSET system	To build a PSET system that is integrated and coordinated to achieve efficiencies and improve the	1.1 Clear and streamlined roles and responsibilities of all key stakeholders and role players	1.1 The roles, responsibilities, functions and funding frameworks of the quality councils, the Department of Higher Education and Training (DHET) and the South African Qualifications Authority (SAQA) are being refined to reduce duplication and improve efficiency.
		1.3 A simplified National Qualifications Framework (NQF)	• The DHET will work with SAQA and the Quality Councils to address **all NQF-related issues**, including, among other things, **simplifying occupational qualification nomenclature and developing policies on NQF matters**.

	effectiveness		- The quality councils and SAQA will **simplify accreditation and registration processes**. - The sub-frameworks, in particular, the higher education qualifications sub-framework (HEQSF) and the occupational qualifications sub-framework (OQSF), should be reviewed to ensure **alignment** and reduce the **proliferation** of programmes leading to qualifications. - NQF-related **policies** will be **reviewed** to eliminate contradictions. - The **NQF Act** will be **reviewed**, considering the recommendations of the report of the NQF evaluation undertaken by the Department in collaboration with the Department of Planning, Monitoring and Evaluation (DPME).
		1.4 Increased articulation for students between and within the NQF sub-frameworks, and between and within institutions	Unnecessary and unfair barriers to student articulation between programmes and NQF levels will be addressed through a joined-up planning process between the DHET, Department of Basic Education (DBE), and Council on Higher Education (CHE), QCTO and Umalusi.
		1.5 Aligned policy and legislation	Policy and legislation will be reviewed to consider the implications of this Plan.
Goal 3: A responsive PSET system	To provide qualifications, programmes and curricula that are responsive to the needs of the world of work, society and students	3.1 A diverse range of programmes relevant to the aspirations and needs of the locality and responsive to community needs	- CET colleges will offer skills/occupational programmes, community education programmes, general or academic programmes (particularly the General Education and Training Certificate for Adults [GETCA] and the National Senior Certificate for Adults [NASCA]) and foundational learning programmes. - By 2030, TVET colleges will offer general vocational programmes (particularly the National Certificate Vocational [NCV]), skills/occupational certificate programmes, foundational learning programmes, higher certificate programmes (initially in partnership with universities), advanced certificate programmes, and, beyond that, those with capacity will offer diplomas. - Higher education colleges will offer a range of undergraduate certificate, diploma and degree programmes in specific niche areas. - Universities will offer general formative programmes, professional programmes and career-focused programmes at the undergraduate level, all of which may be offered through extended curriculum

			programmes, as well as a range of postgraduate professional and research-oriented programmes. • Universities will be supported to develop engagement policies and strategies (with the CHE advising on policy, reporting, monitoring and sharing of good practice) and to integrate these into teaching, learning and research. • Through the Internationalisation Policy Framework, outbound scholarship and academic exchange opportunities will be broadened, and foreign postgraduate enrolments encouraged.
		3.2 A diverse range of programmes responsive to the world of work	• CET colleges will analyse municipal local economic development plans and Labour Market Intelligence Unit (LMIU) data to assess demand and develop programmes, including programmes which articulate with TVET studies, and skills development programmes where needed by other government departments. • SAQA and the QCTO will **review** all **NQF Level 2 and 3 occupational certificates and NQF Level 4 National Occupational Certificates (NOCs)** with particular regard to the possibility of simulated workplace-based experience components, as there are limitations currently with placements for WPBL. • TVET Centres of Specialisation will initially focus on 13 priority trades in demand and will extend to other trades as identified in the pilot review. • University enrolment and Programme Qualification Mix (PQM) planning will be reviewed to ensure that they are clear and responsive to the changing national and global contexts. • Occupational programmes will be responsive to global technological advancements.

2.6 NQF Act Implementation Evaluation Improvement Plan

DPME evaluated the implementation of the NQF Act in 2016. The findings of the evaluation resulted in the development of the NQF Act Implementation Evaluation Improvement Plan, 2018. The purpose of the Improvement Plan is to ensure that the relevant stakeholders address the evaluation findings. SAQA has included its commitments from the Improvement Plan for this planning period, in the Strategic Plan.

Below is an extract of the Improvement Plan highlighting SAQA's deliverables.

Recommendation	Outputs to achieve the objective	Activity to produce output	Deadline	Target
Specify the roles and responsibilities of the NQF Forum, [CEO Committee] and Inter-Departmental NQF Steering Committee in greater detail. Particular emphasis should be placed on defining the scope and authority for a decision of each structure, their accountability and reporting lines.	SAQA, after consultation, strengthens the System of Collaboration: R4.1 - Roles and responsibilities specified in the NQF Act to strengthen the System of Collaboration.	Review the System of Collaboration	31 December 2020	Amendments to the NQF Act are taken into account when the review of the System of Collaboration is done.
Ensure that the NQF Forum is again held on at least an annual basis. For this to happen, SAQA will require the support from the M: HET and DG: HET. It is important to note that for the forum to achieve its goals, it needs to be attended by the right policymakers who have the authority to address the complex issues being raised.	A dedicated channel created for CEO Committee to engage DHET and DBE on policy issues	Amend System of Collaboration, and in particular the Terms of Reference of the CEO Committee	31 December 2020	Amendments to the NQF Act are taken into account when a review of the System of Collaboration is done.
The DHET should clarify and document the role of the NQF Directorate in the policy framework, and review its location within the department.	Establish monitoring mechanisms and report on the functioning of the System of Collaboration	Use DHET's Guidelines on M&E to establish a monitoring and evaluation protocol for the System of Collaboration	1 April 2021	The new M&E protocol is ready for implementation in the next financial year
There is currently no implementation of the registered qualifications designed for adults, i.e. the NASCA and	Provide advice to the Minister about the transfer of the	SAQA will coordinate meetings between the	31 March 2021	Develop a project plan on the transitional transfer

Recommendation	Outputs to achieve the objective	Activity to produce output	Deadline	Target
the GETC. In this regard, Umalusi, DHET and the DBE must clarify the status of the NASCA and the GETC, in terms of where in the system the qualifications are to be offered, how they will be funded and what upwards articulation possibilities exist for those completing the NASCA and the GETC.	quality assurance of N1-N3 qualifications	QCTO and Umalusi to draft a proposal on the transfer of the quality assurance of N1-N3 qualifications to the QCTO		arrangements
SAQA, after consultation with the QCTO and Umalusi, will advise the Minister about the transfer of the quality assurance of N1-N3 qualifications to the QCTO.				
Based on the theories of change, DHET in collaboration with the DBE, SAQA and Quality Councils, must develop a detailed implementation plan that outlines the key activities, outputs and outcomes that the NQF is expected to achieve over a five-year period.	Analyses and reporting on trends in data relating to key policy initiatives, in terms of the indicators and performance metrics	SAQA reports on the analyses on trends in data relating to key policy initiatives.	31 March 2021	NLRD trends reporting on analyses relating to key policy initiatives
SAQA after consultation with the Quality Councils must issue guidelines clarifying what a part-qualification is in the context of their sub-framework and specify what is allowable or not in terms of a part-qualification (e.g. will a part-qualification require a workplace component in the OQSF.	Guidelines issued on registration of part-qualifications in line with policy and criteria requirements	Guidelines published	30 September 2020	Guidelines published

Recommendation	Outputs to achieve the objective	Activity to produce output	Deadline	Target
SAQA must use the data from the NLRD to track and monitor policy changes and developments across the NQF. The indicators and performance metrics could be defined by the CEO Committee, after consultation with the Inter-Departmental NQF Steering Committee.	Establish an NQF-wide workflow system to track and monitor the status of qualifications and part-qualifications submitted to the QCs for accreditation and to SAQA for registration on the NQF	Develop and implement the MIS tracking system for qualifications and part-qualifications submitted to the QCs for accreditation and to SAQA for registration on the NQF	31 March 2020	MIS tracking system developed and implemented (subject to budget availability)

2.7 Policy Initiatives

SAQA, the organisation responsible for overseeing the further development and implementation of the NQF, will work with its NQF Partners to ensure implementation of the following NQF-related Policies and Criteria:

- National Qualifications Framework (NQF) Level Descriptors;
- Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation for the purpose of the National Qualification Framework Act, Act 67 of 2008 as amended (2020);
- Policy and Criteria for the Registration of Qualifications and Part- Qualifications on the National Qualifications Framework as amended (2020);
- National Policy and Criteria for Designing and Implementing Assessment for NQF Qualifications and Part-Qualifications and Professional Designations in South Africa;
- National Policy for the Implementation of the Recognition of Prior Learning (amended);
- National Policy for Credit Accumulation and Transfer(CAT) within the National Qualifications Framework (NQF) as amended (2021);
- Amended Policy and Criteria for Evaluating Foreign Qualifications within the South African NQF;

- Addendum on the Recognition of Qualifications of Refugees and Asylum Seekers;
- NQF Implementation Framework 2020-2025;
- The Articulation Policy for the Post-School Education and Training System of South Africa; and
- Recognition of Prior Learning (RPL) Coordination Policy.

SAQA reviews its policies periodically to ensure currency and alignment to legislation. During this period, SAQA has finalised its Policy on the Misrepresentation of Qualifications and will publish the Policy once the President has proclaimed the NQF Amendment Act, 2019.

3   Relevant Court Rulings

In the matter between *Accelerated Christian Education South Africa* (ACE) (Applicant) and *South African Qualifications Authority* (SAQA) (1st respondent); *Council for Further Education and Training Quality Assurance* (Umalusi) (2nd respondent):

ACE provides education programmes through many schools known as the Schools of Tomorrow (SOT). ACE lodged an urgent application against SAQA and Umalusi on 3 March 2017. The essence of the application was to restrain SAQA and Umalusi from informing the public that the SOT Grade 12 College Entrance Certificate (ACE Certificate):

a.   Has not been registered on the General and Further Education and Training Qualifications Sub-framework (GENFETQSF);

b.   That the ACE certificate has been de-registered; and

c.   That the qualification is invalid.

SAQA, supported by Umalusi, launched a counter application that sought declaratory orders that:

a.   The provisional accreditation granted by Umalusi to ACE has been terminated;

b.   ACE has been operating unlawfully as an assessment body of qualifications;

c.   ACE be prohibited from acting as an assessment body;

d.   ACE be ordered to inform ACE students that it may not enrol new students until it has been accredited by Umalusi;

e.   It is declared that ACE has been operating unlawfully since 15 September 2016 and continues to operate unlawfully, in that it has been acting as an assessment body of certain identified qualifications without having been accredited as an assessment body by Umalusi.

Final Order:

(i)   It is declared that the ACE Grade 12 qualification awarded by independent schools to learners <u>at any date prior to this order</u> is registered and is a valid qualification;

(ii)   It is declared that the ACE qualification presently being offered by independent schools to learners who had enrolled for the learning programme leading to the qualification <u>before 30 June 2016</u>, is a qualification registered on the NQF as a qualification that has passed its end date, i.e. with the last date of enrolment is <u>30 June 2016</u> and the last date for achievement being <u>30 June 2019</u>;

(iii) SAQA is interdicted and restrained from informing the public anything different than what is provided for in (i) and (ii) above; and

(iv)   It is declared that ACE's Grade 12 qualification offered through independent schools has never been assessed by Umalusi or an accredited assessment body, and ACE's qualifications, therefore, do not comply with the 2012 and 2017 Umalusi Policies, which fact does not impact the validity or registration of the qualifications, and consequently, the qualifications already obtained and to be awarded to learners who had enrolled for the learning programmes leading to qualifications before 30 June 2016, will have the same status as the qualifications had before 30 June 2015, and should be treated accordingly.

Part B: Our Strategic Focus

4 Vision

A world-class National Qualifications Framework that works for the People in South Africa

5 Mission

Oversee the further development and implementation of the National Qualifications Framework (NQF) and advance its objectives, which contribute to the full development of each lifelong learner and to the social and economic development of the nation at large

6 Values

SAQA regards the NQF as a framework for communication, coordination and collaboration across education, training, development and work. SAQA's staff commitment expressed in the SAQA Staff Declaration underpins its work. SAQA staff commits to serve the life-long learner by:

- Building a dynamic, responsive, internationally respected and living NQF;
- Developing a visionary, influential and reflective leadership who cares;
- Registering quality qualifications and professional designations that articulate;
- Building a competent, skilled and caring staff component; and
- Increasing the visibility, understanding and appreciation of the NQF through advocacy and communication over the next five years.

"We also commit to being more accountable, listen more attentively, and to be more respectful and accepting of one another. We pledge to be more aware of the work that we do as an organisation and to appreciate how each of us contributes to serving all people, particularly the poor, rural and marginalised".

"We commit to creating a sustainable environment, where new ideas are encouraged and given due consideration. We commit to reflect on our practices and strive to communicate without fear, favour or prejudice."

Extracts from the Staff Declaration 2019

7   Updated Situational Analysis

The Covid-19 pandemic and the subsequent lockdown had severely hampered SAQA's ability to generate funding through its paid-services. Closure of South Africa's borders resulted in SAQA not receiving requests for the evaluation of foreign qualifications. National and provincial departments had also slowed down recruitment during this period and therefore did not make use of SAQA's verification services. Professional bodies, like many organisations, suffered financial difficulties, and while many professional bodies were not able to pay their annual fees, some professional bodies requested to be de-recognised so that they were not liable for the annual fee.

SAQA received forty-four per cent of its funding from the fiscus in 2020/21. The Department of Higher Education and Training imposed a further budget cut of one million, two hundred and eighteen thousand rands (R 1,218 million). Further cuts were made over the 2021/24 MTEF. The SAQA Board, on 29 September 2020, decided to approve the implementation of section 189 of the Labour Relations Act so that SAQA could balance its 2020/21 budget. This meant that seventy-one employees across salary bands had to be retrenched. Retrenchments were to be implemented from 1 December 2020; any delay in the process would result in further retrenchments. Hours before issuing retrenchment letters to staff, DHET offered SAQA an additional five million rands to halt retrenchments. This meant that SAQA had to defer all capital and operational spending for the last four months, to meet its salary bill until 31 March 2021. DHET also warned that no further "bail-outs" were forthcoming and that SAQA should restructure to reduce its salary bill.

Restructure was on the cards for 2020/21, as this was a deliverable in SAQA's APP. The restructuring process had begun in April 2020 but was overtaken by SAQA's financial crisis and the threat of retrenchments. The SAQA Board, in December 2020 approved SAQA's functional structure, which would be used as the basis for developing its microstructure. Work continues on SAQA's microstructure, and the new Board is expected to approve the final structure in July 2021. As a result of the restructure, some positions will become redundant, while new posts that position SAQA for the adoption of automation and 4IR practices, will be created. Unfortunately, the loss of some jobs is inevitable as SAQA's head-count will be much smaller than its current structure.

SAQA's leadership is also in crisis. The 6th Board's term of office ended on 31 December 2020, having decided not to appoint a new CEO, so SAQA continues to operate under the Acting CEO. The 7th Board that took office on 1 January 2021, will give priority to appointing a CEO and a CFO.

The 6th Board decided, in its Strategic Planning session in July 2020, to focus SAQA's efforts on its financial sustainability. This means that SAQA must find alternate ways to raise revenue to build its reserves; ensure that it generates more revenue through its paid-services; streamline its processes for greater efficiency and improved service delivery

through automation and artificial intelligence tools; restructure the organisation to match its mandate, and streamline its governance structure to serve SAQA better. These activities require further investment.

SAQA's focus for 2020/25 Planning Cycle is on streamlining and automating its processes to become more efficient in its service provision. It can only embark on this project if it has sufficient financial resources to do so.

The NQF Act 2008, as amended, gives SAQA more responsibility and authority. SAQA must ensure that it is ready to implement the Act as soon as the President proclaims it.
It is also essential for SAQA to strengthen its leadership role nationally, in SADC, on the African continent and globally as it grows its international footprint.
All of the above are premised on SAQA having sufficient financial and human resources to deliver on its mandated functions.

The environment in which SAQA operates is below.

a)   The strategic focus over the five year planning period

SAQA, as the custodian of the NQF and its values, strives for:
- A dynamic NQF that is responsive, adapts to, and supports the changing needs of life-long learning;
- Visionary and influential leadership that drives a clear, evidence-based NQF Agenda;
- Well-articulated quality-assured-qualifications and relevant professional designations that instil trust and meet the needs of the people;
- A competent and capable team, dedicated and resourced to develop and maintain the NQF; and
- Stakeholders and role-players who are aligned to deliver on the NQF.

SAQA has incorporated DHET's outcomes as follows:

SAQA's Outcome Statements	DHET's Outcome Statements
A dynamic NQF that is responsive, adapts to and supports the changing needs of life-long learning	Expanded Access
Visionary and influential leadership that drives a clear, evidence-based NQF Agenda	Improved Quality; Improved Efficiency; Expanded Access
Well-articulated quality-assured-qualifications and relevant professional designations that instil trust and meet the needs of the people	Improved Quality; Expanded Access

A competent and capable team, dedicated and resourced to develop and maintain the NQF	Improved Efficiency
Stakeholders and role-players who are aligned to deliver on the NQF	Improved Efficiency

In light of these outcomes, SAQA will focus its efforts to:

- Register **quality** qualifications;
- Coordinate **Articulation and RPL** initiatives;
- Lobby to strengthen and align relevant **legislation;** and
- Continue to **Simplify** the NQF.

b)   The medium and long term policy environment

The President signed the NQF Amendment Act in August 2019 but has not proclaimed it yet. The NQF Amendment Act, No. 12 of 2019 gives SAQA additional responsibilities in terms of verifying national qualifications, reporting on misrepresented and fraudulent qualifications, and advising the Minister on the sub-frameworks.
The NQF Act will change further within these five years. The NQF Act Implementation Evaluation identified the need for further changes to the Act, and the NQF Act Implementation Evaluation Improvement Plan captures this recommendation.

The recommendations state: "The DHET, the Department of Basic Education (DBE), SAQA and the Quality Councils must, as a matter of priority, revise the objectives of the NQF set out in the Act to ensure that they describe the specific contribution of the NQF to the systemic goals. To do this, the DHET, SAQA and Quality Councils must consider the following actions. SAQA, DHET and the Quality Councils must create theories of change or log frames as tools to clarify the following:
 (a) The aims and objectives of the NQF, and how these will contribute to the broader goals of the education and training system, and
(b) How implementers will achieve the specific NQF objectives.
This will inform the required changes to the objectives of the NQF Act."

Another area for proposed amendments is on the roles and responsibilities of the NQF structures. Proposed changes include strengthening SAQA's position as the apex body within the NQF space.

A change in the NQF Act will probably result in a shift in SAQA's strategy.

c) Challenges experienced by the institution in the performance environment and mechanisms to address the challenges over the planning period

SAQA's biggest challenge is **financial sustainability**. Its allocation of voted funds comprises less than half (44%) of its conservative budget.

The lockdown due to the Covid-19 pandemic had severely affected SAQA's ability to generate revenue for rendered services. SAQA has three sources of revenue generation:

- ❋ The evaluation of foreign qualifications;
- ❋ The verification of national qualifications; and
- ❋ Services offered to recognised professional bodies.

With South Africa's borders closed, and some countries prohibiting travel into and out of South Africa, there is little to no demand for the evaluation of foreign qualifications service. There is uncertainty over when travel into South Africa for work or study purposes will resume. SAQA verifies national qualifications mainly for national and provincial departments. There has been little demand for this service, and with further budget cuts in the public service, SAQA does not expect to match the number of requests for this service in 2019/20. Professional bodies find themselves experiencing financial difficulties, and many had indicated that they are unable to pay SAQA their annual fee.

This leaves SAQA facing serious financial challenges. The unbudgeted costs of preparing the workplace for staff to return to work under tightly regulated and controlled lockdown measures had cost SAQA one million and two hundred thousand rands, and DHET had cut SAQA's budget further by one million, two hundred and eighteen thousand rands. Despite SAQA's best efforts, it could not balance the revised budget. Early indications were that SAQA would not be in a position to continue as a financially viable entity. To mitigate its dire financial situation, SAQA froze all vacancies, including that of the CEO, considered the alternatives of cutting staff salaries and retrenching staff as it underwent a re-structure process. None of the options yielded a solution that balanced the budget deficit of thirty-seven million rands.

Many of SAQA's processes are manual, outdated and time-consuming. With adequate resources, SAQA will be able to automate and streamline processes; employ artificial intelligence to repetitive processes; improve its productivity; and develop innovative and effective solutions to complex problems.

In the period, SAQA will continue to look for alternative sources of funding for specific projects and will continue to charge for services rendered, where possible. Once processes were automated, and the staffing structure streamlined, this could bring about greater efficiencies.

The second challenge is SAQA's ability to manage the **transition** to the NQF Act. The NQF Act passed in 2008 and came into effect in June 2009. SAQA is still dealing with some of the transitional issues from the SAQA Act, 1995 to the NQF Act, 2008. This challenge exists because of SAQA's limited resources to deal with the problems and the differences in understandings of the NQF Act among entities in the NQF family. The amendments to the NQF Act worsens this problem and further changes expected in the next five-year period will compound this further. In December 2020, SAQA advised the Minister: HESI to end the transitional arrangements so that there will be greater clarity in terms of registered qualifications.

SAQA's approach will be to phase in the implementation of the amendments to the NQF Act and only to take on funded-functions.

d)   Emerging priorities and opportunities which will be implemented during the planning period

The latest amendments to the NQF Act, 2008 adds to SAQA's mandate. Implementation of these amendments will be phased in during the planning period. In addition to this, SAQA plans to do the following:

❋ Implement its **Plan for SAQA's financial sustainability**;
❋ In its efforts to improve efficiency: develop a **plan for automating processes** across SAQA; and
❋ Implement its new structure.
   Despite having these plans in place, SAQA will not be able to implement its automation plan, without funding.

e)   Information on the capacity of the institution to deliver on its mandate

The 6th SAQA Board approved the restructure of SAQA in July 2020. The process was finalised by the 7th Board in january 2021. The structure reduced from one hundred and eighty-seven (187) positions to eighty-two (82) posts. This number is likely to change during implementation and monitoring and evaluation in 2021. The areas most impacted are the following:

▪ NQF Advisory Services – closure of this service. Client/public queries will be handled by each of the units within the work streams.
▪ Foreign Qualifications Walk-in Centre – closure of this service

- Advocacy, Communications and Advisory Services – closure of this Directorate and a more streamlined function focusing on the media and communication with stakeholders via social media platforms will be included under the Governance, Strategic Planning, People, Legal, Communications and Stakeholder Relations stream. Aspects of marketing SAQA's services have been included under Business Development in the NQF Operations stream.
- NLRD – closure of this Directorate. A new work stream within the NQF Operations will focus on maintaining the management information system.
- International Relations – closure of this Directorate and a more streamlined function is considered under Stakeholder Relations in the Governance, Strategic Planning, People, Legal, Communications and Stakeholder Relations stream.
- The Verifications Project (Programme 3) and the Foreign Qualifications Evaluations and Advisory Service (Programme 4) have been combined as the Authentication of Qualifications unit under NQF Operations, resulting in a more streamlined service provision with less staff and an investment in automation if funding allows.

f)   Relevant stakeholders that contribute to the institution's achievement of its outcomes

SAQA has a Board that is appointed by the Minister: Higher Education, Science and Innovation. The Board delegates some of its work to various committees, but maintains overall responsibility. The Board sets the strategy and monitors its implementation. The 6th Board's term of office ended on 31 December 2020. The 7th Board began its tenure on 1 January 2021.

The NQF family (SAQA, the QCs, DHET and DBE) are the primary stakeholders responsible for implementing the NQF Act. The SETAs, private education and training providers, professional bodies, universities, TVET and community colleges, and private and public schools, indirectly contribute to SAQA's achievements through their association with SAQA and members of the NQF family.

The Departments of Justice, DPSA, Home Affairs and International Relations also play a role in SAQA's achievements by contributing to SAQA's evaluation of foreign qualifications role, the verification of public sector employees and in SAQA's ability to create and maintain the Register of Fraudulent Qualifications. The South African Police Services play their part by investigating cases of misrepresented qualifications.

GCIS assists SAQA with some of its media briefings.

7.1 External Environment Analysis

SAQA operates in a complex and challenging environment. A description of the external environment follows.

a)   Background information on factors contributing to the performance of policy and regulatory institutions

SAQA is a Schedule 3A public entity. Less than half of its funding comes from the state coffers. SAQA is expected to raise the balance of funds through the provision of paid services. This impacts SAQA's ability to fully deliver on its mandate as the funds generated through paid services are limited. The services offered by SAQA arise from SAQA's mandate described in the NQF Act. The activities in which SAQA engages also align with the functions and powers given to SAQA by this Act.

In addition to the NQF and Public Finance Management Acts, SAQA also aligns to the King Code on Good Corporate Governance (King IV) and has sound governance practices. SAQA has had unqualified audit opinions from the Auditor-General throughout its twenty-four-year history.

b)   Background information on demand for services and other factors which informs the development of the Strategic Plan

At the heart of SAQA is a unit that is responsible for registering qualifications and part-qualifications on the NQF, recognising professional bodies and registering professional designations. The demand for these services continues to grow as the learning and work environments change. An institution should not offer a qualification if SAQA did not register it on the NQF. No person may use a designation registered with SAQA if s/he is not a member of the respective professional body that registered the designation. SAQA recognises professional bodies for five years. If they no longer comply with SAQA's Policy and Criteria, the professional bodies are de-recognised and their designations de-registered. A recognised professional body, among other criteria, must ensure that they load records of all members who have achieved professional designations on the National Learners' Records Database (NLRD).

SAQA's Management Information System, the NLRD is a national treasure in that it is the largest and only official database for all records of learning. QCs are expected to load learner records onto the NLRD within 30 days of the data being quality assured. The NLRD also contains registers of all registered qualifications and part-qualifications, providers who are accredited to offer these qualifications and a separate register for professional designations. Separate databases also exist for all foreign qualification holders and their qualifications if they used SAQA's Evaluation service, and all national qualifications that were verified by SAQA, but are not currently on the main NLRD database. The Registers of Misrepresented and Fraudulent Qualifications are new additions to the NLRD. SAQA must establish the Registers in these five years. All the registers of the NLRD that comply with the Protection of Personal Information (POPI) Act are available to the public through SAQA's website.

The latest amendments to the NQF Act provide for the referral of all qualifications or part-qualifications presented for study, employment or appointment to SAQA for verification or evaluation. Learner achievements on the NLRD are used to verify national qualification achievements and for policy and decision-making.

The NQF Act 2008, as amended also provides for the QCs to consult SAQA when the QCs advise the Minister on matters relating to their sub-frameworks. This provision makes sense because SAQA is the body with overall responsibility for the National Qualifications Framework and the coordination of the sub-frameworks. The amendment responds to the current situation where QCs advise the Minister about their sub-frameworks and other matters related to their quality assurance role independently of SAQA. The advice does not necessarily take into account its effect across the system. SAQA must be responsive and quickly act when QCs request advice.

SAQA also has a responsibility to provide the public with information about the NQF. To this end, SAQA makes use of its website and social media platforms to communicate with the public. SAQA also provides printed information to policymakers and implementers at its various seminars, workshops, conferences and information-sharing events.

c)   Identify challenges and provide interventions

Registration of qualifications: One of the reasons for delays in the registration process is that SAQA does not receive all the required information or SAQA receives incorrect information. The root cause of this problem is that SAQA and the QCs use independent systems with which to carry out their work. The NQF Act Implementation Evaluation highlighted the problem and recommended remedial action in the accompanying Improvement Plan. The Improvement Plan lists as a deliverable, the development and implementation of an end-to-end workflow system that will allow providers to load information once for both SAQA and the QCs. This intervention requires additional funding that DHET has committed to secure. In light of SAQA's financial situation, this project will be delayed until funding becomes available.

Professional bodies: the most significant challenge is to resolve the issue of old legislation that governs statutory professional bodies, which conflicts with the NQF Act. The risk to SAQA is that statutory bodies encroach on SAQA's role or are in conflict with the Quality Councils, and these matters require the courts to resolve them. As a result, SAQA becomes embroiled in unnecessary litigation. At the NQF Stakeholders Forum held on 2 March 2019, the previous Minister of Higher Education and Training, recommended setting up a Ministerial Task Team to resolve this matter. SAQA hopes that the current Minister of Higher Education, Science and Technology, takes up this baton.

The NQF MIS incorporating the NLRD: the most significant challenge is the incomplete or missing data sets on the NQF Management Information System that incorporates the National Learners Records Database (NLRD). Since the NQF MIS incorporating the NLRD is the official management information system of the NQF, it is critical to ensure that it has a complete set of all learner achievements. SAQA will meet this objective if:
(i)   SAQA ensures that the QCs, through their data suppliers, load information onto the NQF MIS incorporating the NLRD timeously; and
(ii)   SAQA encourages the QCs to locate historical records, digitise these records and load them onto the NQF MIS incorporating the NLRD.

The digitisation process requires additional resources. Amendments to the NQF Act, once enforced, will hopefully ensure that data is provided to SAQA timeously.

The verification and evaluation of qualifications: While SAQA currently verifies national and evaluates foreign qualifications, the NQF Act, 2008, as amended is expected to increase demand for these services. These are paid-services, and SAQA uses this revenue to supplement its government funding. SAQA does not have the resources to increase head-count any further in these areas. In fact, the restructure combined these two functions into one unit and reduced the headcount from almost one hundred staff to seventeen staff. It is therefore essential to automate and streamline processes as far as funding permits so that these services are offered timeously and in line with service standards. The demand for these services is on the increase as the economy fully opens. This would be an ideal time to automate systems to offer a streamlined and more efficient service when the demand increases. Unfortunately, SAQA has to stagger this project as funds become available.

The QCs must consult SAQA whenever they advise the Minister on matters relating to their sub-frameworks: The QCs are not happy with this clause in the amendments to the NQF Act, 2008. Their reluctance to give up their right to communicate directly with the Minister: Higher Education, Science and Innovation, could prove challenging. SAQA must strengthen its relationships with the leadership of the QCs and be more responsive when asked to comment on advice for the Minister. In time, SAQA hopes to resolve this impasse.

SAQA provides information about the NQF to the public: it is the responsibility of the NQF family to provide information to the public. The challenge is that at times, institutions convey conflicting messages to the public. The public is also confused about which organisation is responsible for what services. It is therefore crucial for SAQA to drive the advocacy and communication strategy and ensure that the NQF family communicates with one voice. There should be one portal with information about all the entities, and some planned joint campaigns. Covid-19 has highlighted the need for online platforms as a means of communication. SAQA accepted this challenge and planned several webinars to promote the NQF. Based on its success, SAQA will continue to use this platform as a tool of communication.

d)   Findings of internal or external evaluations that inform the strategy

The NQF Act Implementation Evaluation, undertaken by DHET in collaboration with the DPME, was concluded in 2017. Subsequently, the NQF Act Implementation Evaluation Improvement Plan was developed to address the findings of the Evaluation. The Improvement Plan is a critical document used in compiling the Strategic Plan 2020/25.

e)   Information from the political environment which may impact the implementation of the Strategic Plan

The current Minister was the previous Minister of Higher Education and Training, so SAQA does not envisage any policy shift that may affect SAQA's strategy.

7.2 Internal Environment Analysis

SAQA's structure and its configuration to deliver on its mandate

A board governs SAQA. The 6th Board's term of office ended on 31 December 2020, and the Minister: HESI appointed a new Board.

<u>Functions of the Board and Corporate Governance</u>

According to Section 14 (3) (a) of the NQF Act, the SAQA Board is appointed by the Minister (Higher Education, Science and Technology) following a public nomination process. The functions of the Board are set out in sections 5(3), 11, and 13 of the NQF Act.

SAQA is a National Public Entity listed under Schedule 3(a) of PFMA. Therefore, in addition to its responsibilities as set out in the NQF Act, the Board also fulfils the role of the Accounting Authority in terms of section 49 of the PFMA.

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

* Effective, efficient and transparent systems of financial and risk management and internal control, internal audit and procurement are in place;
* Steps are taken to collect outstanding debts; prevent irregular, fruitless and wasteful expenditure; and recoup losses from criminal conduct and spending resulting from non-compliance with operational policies;
* Effective and efficient management is in place which will include ensuring the safeguarding of the assets of SAQA and controlling its liabilities, revenues and expenditures;
* SAQA complies with applicable legislation and regulations;
* An effective and appropriate disciplinary system is in place to deal with failures to comply with the PFMA and the internal control system;
* Budgets, significant contracts and other commitments are approved;
* Finances are well-controlled; and
* SAQA operates ethically.

The SAQA Board sets strategy and policy. Management formulates strategy and makes policy proposals for the Board's consideration. Management also implements the decisions made by the Board and maintains systems of internal control as well as accounting and information systems. The Board monitors Management's performance.

Section 16 (1) of the NQF Act allows the Board to establish committees to assist in the execution of its fiduciary responsibilities. The SAQA Board utilises the following committee structures:

- Executive Committee
- Audit and Risk Committee
- Information and Information Technology Committee
- NQF Qualifications Committee
- Professional Bodies Committee
- National and Foreign Qualifications Appeals Committee
- Professional Body Appeals Committee

Each of these committees operates within Board-approved Terms of Reference. The Board assesses the responsibilities of all committees and evaluates their performance annually. The committees also self-evaluate their performance each year. The Chairperson of the Audit and Risk Committee is not a Board member. Board members chair all other Committees, and at least one other Board member is a member of each committee. Twelve of the sixteen Board members are independent non-executive members. Three Board members are the CEO's of the QCs, and the last Board member is the CEO of SAQA. At least 2 Board members come from organised labour.

SAQA's Board has committed to the principles of openness, integrity, efficiency, accountability and compliance reflected in the King Code of Governance Principles 2009 (King IV). SAQA, even though it is not a private corporation, subscribes to the principles of King IV and continuously works towards the further enhancement of its excellent governance processes.

The new Board approved the new governance structure above so that it aligns with SAQA's new structure.

a)   SAQA's capacity to deliver on its mandate

Human Resources

The SAQA Board approved SAQA's new structure for implementation, in January 2021. Monitoring and evaluation will commence in this financial year to identify and fill gaps. The Board will approve the final structure at the end of this financial year.

At this stage, it seems that the new structure accommodates eighty-two posts. The areas most impacted are the following:

- NQF Advisory Services – closure of this service
- Foreign Qualifications Walk-in Centre – closure of this service
- Advocacy, Communications and Advisory Services – closure of this Directorate and a more streamlined function focusing on the media and communication with stakeholders via social media platforms will emerge.
- NLRD – closure of this Directorate. The database itself will be managed by IT, and the MIS unit will have minimal staff to ensure the integrity of the information on the database.
- International Relations – closure of this Directorate and a more streamlined function is considered under Stakeholder Relations.
- Combining the Verifications Project (Programme 3) with the Foreign Qualifications Evaluations and Advisory Service (Programme 4) for a more streamlined service provision with less staff and an investment in automation if funding allows.

Information Technology

The ICT Unit focuses mainly on managing the various service level agreements with suppliers, ensuring that risks are identified and mitigated, and ensuring that staff have the necessary tools to perform their job functions. SAQA conforms to the Government-Wide ICT Strategy and relevant Cobit standards. IT is an area of deficiency within SAQA. SAQA's strategy is to remain current and relevant by employing ICT to streamline processes and to automate where possible. Human and financial resources to implement this strategy fully is lacking. SAQA plans to outsource the automation project, with IT staff managing the project.

Finance and Administration

This Division manages all SAQA's contracts, ensures that staff comply with SCM regulations, manages SAQA's financial resources and maintains the building. SAQA fully complies with the PFMA, and the twenty-three years of consecutive unqualified audit opinions bear testimony to this. SAQA has established a realistic baseline budget in line with the MTEF. Previously several donors and sponsors provided the necessary resources. The primary sources of income currently are:

❋ Voted funds through the Department of Higher Education and Training; and
❋ Self-funded projects through paid services

SAQA has an old building that requires significant maintenance. This matter must be a priority during these five years.

Below is SAQA's new structure. This structure will be implemented on 1 April 2021. The microstructure currently accommodates eighty-two posts. This may change during implementation. Eighty-nine staff members were retrenched during this process.
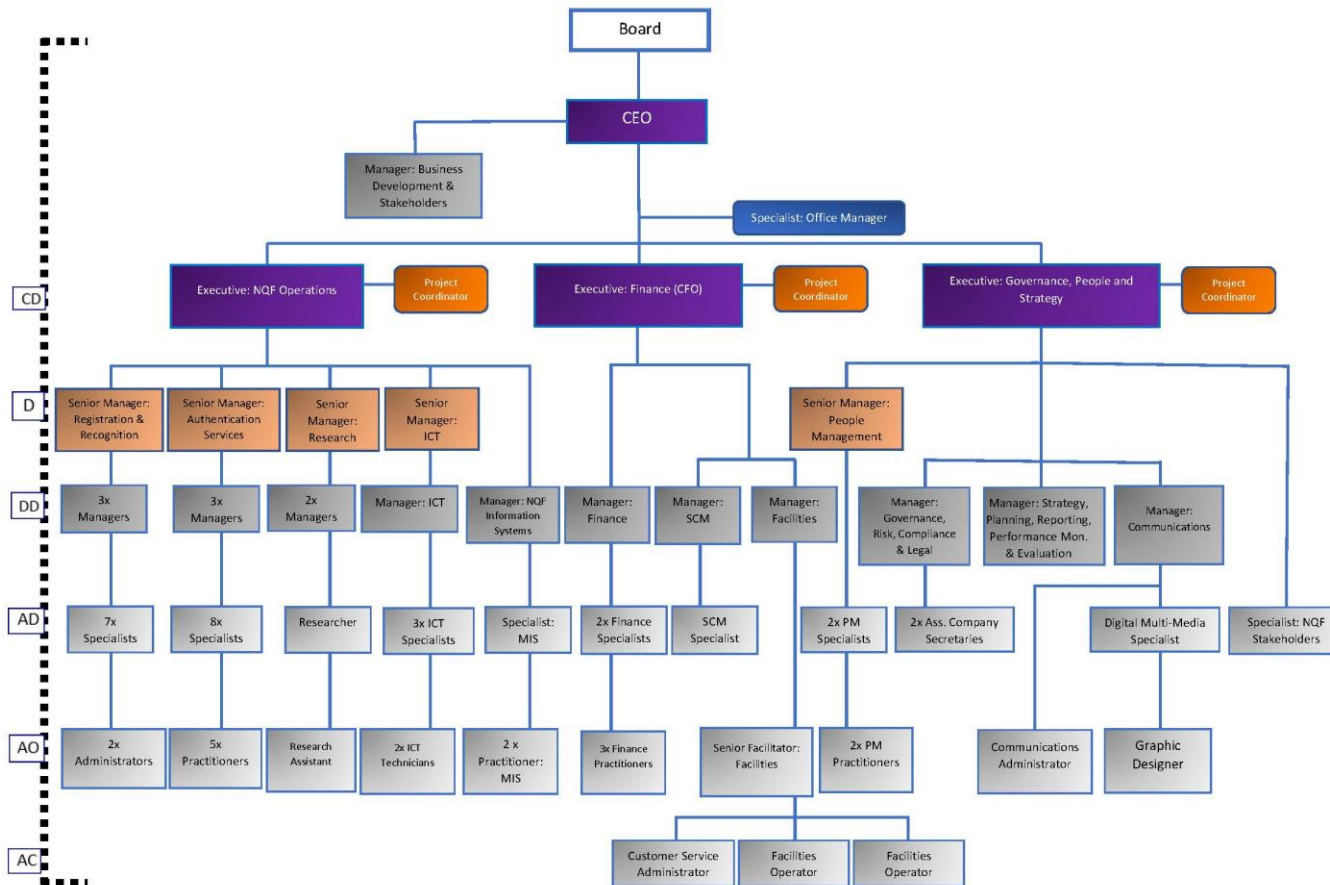
b) **The status of the institution regarding compliance with the BBBEE Act**

SAQA's subscribes to the Employment Equity Act.

Below is the SAQA EMPLOYMENT EQUITY statistics for June 2021.
Notes to the table below:

**The Employment Equity Plan (Target) is based on the National EAP for Top, Senior and Professional levels. The provincial EAP is applicable for Skilled, Semi-Skilled and Unskilled levels, according to Statistics SA.

SAQA EMPLOYMENT EQUITY QUARTERLY MONITORING REPORT 2020/21 (as at 30 June 2021)

Occupational Categories	Male					Female					Foreign Nationals		Total SAQA Actual Status	Total Approved Positions*	Total Vacant Positions	Persons with Disabilities ***		
Racial Group	A	C	I	W	Other	A	C	I	W	Other	M	F				M	F	Total
Target %	35,1%	5,3%	1,8%	4,2%		40,8%	4,5%	4%	5,3%				100%					
Top Management (CEO & EXECUTIVE)	0	0	0	0	0	0	0	2	0	0	0	0	2	4	2	0	0	0
Senior Management (SENIOR MANAGERS)	1	0	0	1	0	0	1	0	1	0	1		5	5	0	0	0	0
Professionally Qualified/experienced specialist/mid-management (MANAGERS)	2	1	0	0	0	4	0	2	2	0	1	2	14	17	3	0	0	0
Total SAQA Actual Status	3	1	0	1	0	4	1	4	3	0	2	2	21	26	5			
% SAQA Actual Status	14%	5%	0%	5%		19%	5%	19%	14%		10%	10%	81%		19%			
Target %	35,2%	1,3%	1,1%	6,3%		44,8%	1,7%	1,8%	7,9%		0%	0%	100%					
Skilled technically and academically qualified workers, junior management/supervisors (SPECIALISTS & PRACTITIONERS)	20	1	1	1	0	21	1	1	0	0	1	0	47	52	5	1	0	1
Semi-skilled (OPERATORS)	2	0	0	0	0	1	0	0	0	0	0	0	3	3	0	0	0	0
Total Actual Status (AD & Below)	22	1	1	1		22	1	1	0		1	0	50	55	5	1	0	1
% Actual status (SPECIALISTS and Below)	44%	2%	2%	2%		44%	2%	2%	0%		2%	0%	91%		5%	1%	0%	1,23%

Total Approved Positions & Total Vacancies													**81**	**10**		
Total Filled Positions & SAQA % Vacancy Rate												71		**12,35%**		
Learners and Interns	0	0	0	0		0	0	0	0		0	0	**0**				
Temporary Employees & Fixed Term	0	0	0	0		0	0	0	0		0	0	**0**				
GRAND TOTAL													**0**				

SAQA EMPLOYMENT EQUITY QUARTERLY MONITORING REPORT 2020/21 (as at 30 June 2021)

Occupational Categories	Male					Female					Foreign Nationals		Total SAQA Actual Status	Total Approved Positions*
Racial Group	A	C	I	W	Other	A	C	I	W	Other	M	F		
Target %	35,1%	5,3%	1,8%	4,2%		40,8%	4,5%	4%	5,3%				100%	
Top Management (CEO & EXECUTIVE)	0	0	0	0	0	0	0	2	0	0	0	0	**2**	4
Senior Management (SENIOR MANAGERS)	1	0	0	1	0	0	1	0	1	0	1		**5**	5
Professionally Qualified/experienced specialist/mid-management (MANAGERS)	2	1	0	0	0	4	0	2	2	0	1	2	**14**	17
Total SAQA Actual Status	3	1	0	1	0	4	1	4	3	0	2	2	21	26
% SAQA Actual Status	14%	5%	0%	5%		19%	5%	19%	14%		10%	10%	**81%**	

Target %	35,2%	1,3%	1,1%	6,3%		44,8%	1,7%	1,8%	7,9%		0%	0%	**100%**	
Skilled technically and academically qualified workers, junior management/supervisors (SPECIALISTS & PRACTITIONERS)	20	1	1	1	0	21	1	1	0	0	1	0	**47**	**52**
Semi-skilled (OPERATORS)	2	0	0	0	0	1	0	0	0	0	0	0	**3**	**3**
Total Actual Status (AD & Below)	**22**	**1**	**1**	**1**		**22**	**1**	**1**	**0**		**1**	**0**	**50**	**55**
% Actual status (SPECIALISTS and Below)	**44%**	**2%**	**2%**	**2%**		**44%**	**2%**	**2%**	**0%**		**2%**	**0%**	**91%**	
Total Approved Positions & Total Vacancies														**81**
Total Filled Positions & SAQA % Vacancy Rate													71	
Learners and Interns	0	0	0	0		0	0	0	0		0	0	**0**	
Temporary Employees & Fixed Term	0	0	0	0		0	0	0	0		0	0	**0**	
GRAND TOTAL													**0**	

*Total Establishment of 81 as per restructured 2021/22 Organogram at 30 June 2021. This number may change by the end of the financial year.

 **The Employment Equity Plan (Target) is based on the National EAP at Top, Senior and Professional levels, and the provincial EAP is applicable at Skilled, Semi-Skilled and Unskilled levels

***"Persons with Disabilities are included in the Total Establishment .The race and gender profile of Persons with Disabilities is reflected on the Employment Equity Profile Report."

Source: (Statistics South Africa,-QLFS 3rd Quarter,2016/17) & SAQA Approved establishment

c)   **The status of the institution regarding women, youth and people with disabilities**

54% of staff are women; 1.4% are people with disabilities; and the youth (35 years old and below) represent **38%** of staff.

Part C: Measuring Our Performance

8   Institutional Programme Performance Information

Programmes

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

8.1. Programme 1: Administration:

This programme covers the activities under the Office of the CEO; Finance and Administration; and Governance, People, and Strategy divisions. Its purpose is to support the operations of SAQA.

The Office of the CEO comprises the Business Development and Stakeholders sub-unit, which is responsible for international initiatives and growing SAQA's international footprint.

The Finance and Administration Division comprises the following sub-units:

- Financial Management;

- Supply Chain Management; and

- Facilities.

The Governance, People and Strategy (GPS) Division comprises one unit and three sub-units:

- People Management

- Communication

- Governance, Risk, Compliance and Legal; and

- Strategy, Reporting, and Performance M&E

This Division provides human resource support; performs the governance, risk and mandatory reporting functions; promotes SAQA and the NQF through electronic and social media platforms; and ensures that SAQA's strategy is implemented.

8.1.1 Office of the CEO
Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
We have visionary and influential leadership that drives a clear, evidence-based NQF Agenda	National and international promotion of the SA NQF	1. Prominent national, regional and global standing				Identify and implement one initiative to promote the SA NQF	Identify and implement two initiatives to promote the SA NQF	Identify and implement two initiatives to promote the SA NQF	Identify and implement two initiatives to promote the SA NQF
	Sharing of national and international trends and best practices with stakeholders	2. Informed stakeholders				Identified and implemented two initiatives to share national and international best practice with stakeholders	Identify and implement two initiatives to share national and international best practice with stakeholders	Identify and implement two initiatives to share national and international best practice with stakeholders	Identify and implement two initiatives to share national and international best practice with stakeholders
	Implementation of the Addis Convention	3. Recognition of international studies				Developed a plan to implement the Addis Convention			

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
Prominent national, regional and global standing	Identify and implement two initiatives to promote the SA NQF				Report on initiatives to promote the SA NQF
Informed stakeholders	Identify and implement two initiatives to share national and international best practice with stakeholders				Report on initiatives to share national and international best practice with stakeholders

Explanation of Planned Performance over the Medium Term Period

Stakeholders is responsible for working with international partners on matters concerning qualifications frameworks and sharing best practice with stakeholders.

Its five-year focus is on:

- Growing its national, regional and global standing;

- Having well-informed stakeholders; and

- Implementing the Addis Convention.

This function sits in the Office of the CEO as the CEO drives the international agenda. The office of the CEO contributes to one of the five Outcomes.

8.1.2 Finance and Administration

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
We have a competent and capable team, dedicated and resourced to further develop and maintain the NQF	Alternative revenue streams to support the work of SAQA	4. Sufficient revenue to support SAQA's work				Developed a strategy to secure alternative funding	Implement a plan for alternate funding	Pursue alternative funding	Pursue alternative funding

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
Sufficient revenue to support SAQA's work	Implement a plan for alternate funding	Implement Plan	Implement Plan	Implement Plan	Report on implementation

Explanation of Planned Performance over the Medium Term Period

The Finance and Administration Division is responsible for ensuring effective governance and the aligned development of financial and infrastructural resources to support the achievement of organisational objectives. The Finance Division ensures that SAQA adheres to the PFMA and National Treasury requirements. This Division must also ensure that SAQA has the required budget to deliver on its mandate and that expenditure is within budget. Lastly, the Facilities unit is responsible for maintaining the building infrastructure.

The Finance and Administration contributes to one of the five outcomes.

8.1.3 Governance, People and Strategy

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
We have visionary and influential leadership that drives a clear, evidence-based NQF Agenda	Strengthened System of Collaboration and NQF structures	5. An effective System of Collaboration and NQF structures	The System of Collaboration was implemented A Report on the System of Collaboration was approved by the SAQA Board and submitted to the Minister	Produced report on the implementation and effectiveness of collaboration between SAQA and the QCs The Board approved the report for submission to the Minister	Implemented the System of Collaboration to guide mutual relations between SAQA and the QCs and reported on its effectiveness	Assessed the effectiveness of the System of Collaboration	Report on the effectiveness of the System of Collaboration	Report on the effectiveness of the System of Collaboration	Report on the effectiveness of the System of Collaboration
					Reviewed the System of			Review the System of	

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
					Collaboration and amended as required			Collaboration in line with changes to the NQF Act	
								Develop a Monitoring and Evaluation protocol for the System of Collaboration	
	Implementation of the closure of transitional arrangements from the SAQA Act to the NQF Act	6. Compliance with the requirements of the NQF Act				Produced a Progress Report on ending the transitional arrangements			
We have visionary and influential leadership that drives a clear, evidence-based NQF	Advice to the Executive Authority on NQF matters, including the alignment of relevant Laws	7. Evidence of advice provided to the Executive Authority	The Minister was reminded about advice provided on the Articulation Ombud in 2016 as we	SAQA provided advice to the Minister on the TVET landscape	Provided advice to the Minister: HET on all requested matters, or as and when deemed necessary	Advised the Executive Authority on NQF matters as required	Advise the Executive Authority on NQF matters as required	Advise the Executive Authority on NQF matters as required	Advise the Executive Authority on NQF matters as required

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Agenda			are still waiting for a response on this proposal The advice was provided to the Deputy Minister in the form of an overview of the work of SAQA						
QCs,								The QCs, in consultation with SAQA, advise the Executive Authority on matters relating to their Sub-Frameworks as required	The QCs, in consultation with SAQA, advise the Executive Authority on issues about their Sub-Frameworks as required
	The NQF explained simply (Simplification)	8. Stakeholders access simplified information about the NQF	Recorded **2 868 358** people interactions on digital	Recorded **3 803 354** people interactions on digital media	Recorded 4 200 000 people interacting with content	Implemented four comprehensive campaigns aimed at	Implement four online campaigns aimed at informing the	Implement four online campaigns aimed at informing the	Implement four online campaigns aimed at informing the

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
			media platforms	platforms	on SAQA/NQF digital platforms	informing the public about the NQF in a simplified manner that is easy to understand	public about the NQF	public about the NQF	public about the NQF
	A growing number of learner achievements on the NLRD	9. An increasing number of learners with achievements recorded on the NLRD				The NLRD contained 20 000 000 learner achievements	Ensure that the NLRD contains at least 21 000 000 learners with achievements	The NLRD includes 22 000 000 learners with achievements	The NLRD includes 23 000 000 learners with achievements
We have a competent and capable team, dedicated and resourced to further develop and maintain the NQF	Re-design SAQA's structure to better suit delivery of its strategy	10. SAQA's structure is aligned to deliver on its strategy				Reviewed and redesigned the organisational structure	Implement the new structure	Monitor and report on the effectiveness of the organisational structure	
	Staff capacity building programmes	11. Implemented Staff capacity building programmes	All SAQA staff members participated in at least one learning and	All staff members participated in at least one learning and development intervention	All SAQA staff members participated in at least one learning and	Every staff member had at least two learning interventions per year	Every staff member has at least two learning interventions per year	Every staff member has at least two learning interventions per year	Every staff member has at least two learning interventions per year

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
			development intervention		development activity				

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
An effective System of Collaboration and NQF structures	Report on the effectiveness of the System of Collaboration				Report on the effectiveness of the System of Collaboration
Evidence of advice provided to the Executive Authority	Advise the Executive Authority on NQF matters as required	Provide advice to the Executive Authority on NQF matters if required	Provide advice to the Executive Authority on NQF matters if needed	Provide advice to the Executive Authority on NQF matters if required	Provide advice to the Executive Authority on NQF matters if required
Stakeholders access simplified information about the NQF	Implement four online campaigns aimed at informing the public about the NQF	Draft and finalise plans for the campaigns	Implement the first campaign	Implement the second and third campaigns	Implement the fourth campaign
An increasing number of learner achievements recorded on the NLRD	Ensure that the NLRD contains at least 21 000 000 learners with achievements	Record the number of learners and achievements loaded for Q1	Record the number of learners and achievements loaded for Q2	Record the number of learners and achievements loaded for Q3	Record the number of learners and achievements loaded for Q4
SAQA's structure is aligned to deliver on	Implement the new structure	Implement the new structure		Report on the	

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
its strategy				implementation of the new structure	
Implemented Staff capacity building programmes	Every staff member has at least two learning interventions per year	Record learning and development activities for Q1	Record learning and development activities for Q2	Record learning and development activities for Q3	Record learning and development activities for the financial year and confirm that all staff participated in at least two learning & development activities

Explanation of Planned Performance over the Medium-Term Period

The Governance, People and Strategy (GPS) Division is responsible for the oversight of the implementation of the Strategic Plan and Annual Performance Plan; performance monitoring and evaluation; and reporting to the Minister: HESI and other prescribed stakeholders. The Division is also responsible for governance, risk, compliance and legal; the promotion of SAQA and the NQF through electronic and social media platforms. The **People Management** unit is responsible for providing human resource support to discharge the Authority's mandated functions and achieve their planned performance targets while embracing diversity, environmental sustainability, and social justice. This unit ensures that SAQA employs the right people with the right skills, and that staff are trained to deliver on SAQA's mandate.

GPS contributes to two of the five Outcomes.

NQF Operations Division

Programmes 2-5 fall under the **NQF Operations Division**. This Division comprises:

Programme 2: Registration and Recognition

Programme 3: ICT and NQF MIS

Programme 4: Authentication Services

Programme 5: Research

8.2 Programme 2: Registration and Recognition

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
We have stakeholders and role-players who are aligned to deliver on the NQF	Improved turnaround times for the registration of qualifications and part-qualifications (Simplified NQF)	12. Streamlined processes and improved turnaround times				Registered qualifications recommended by QCs that met all SAQA's criteria within four months of submission	Register qualifications recommended by QCs that meet all SAQA's criteria within four months of submission	Register qualifications recommended by QCs that meet all SAQA's criteria within three months of submission	Register qualifications recommended by QCs that meet all SAQA's criteria within two months of submission

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Reduced proliferation of qualifications registered on the NQF (Simplified NQF)	13. Increased number of national qualifications and part-qualifications registered on the NQF						Produce a concept paper on the registration of national qualifications on the NQF in consultation with the 3 QCs and DHET	Report on the number of national qualifications versus provider qualifications registered on the NQF
We have well-articulated quality-assured-qualifications and relevant professional designations that instil trust and meet the needs of the people	Registered qualifications that articulate across Sub-Frameworks (Simplified NQF)	14. Increased number of qualifications that articulate across Sub-Frameworks				Identified qualifications already registered on the NQF after 1 January 2014 that did not have an articulation option and requested missing information from QCs	Track progress made in terms of ensuring that the identified qualifications have articulation pathways across and within sub-frameworks	Track progress made in terms of ensuring that the identified qualifications have articulation pathways across and within sub-frameworks	De-register qualifications with no articulation pathways or no valid explanations for the lack of articulation pathways
	A refined understanding of a	15. A clearly defined role of a professional				Researched the roles of statutory and	Clearly define the roles of statutory and	Use the research findings to	Implement the amended Policy and

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	professional body and its value-add in the NQF landscape (Simplified NQF)	body				non-statutory professional bodies	non-statutory professional bodies in relation to SAQA's professional body function	amend the Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation if required	Criteria for Recognising a Professional Body and Registering a Professional Designation

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
Streamlined processes and improved turnaround times	Register qualifications recommended by QCs that meet all SAQA's criteria within three months of submission	Report on turnaround times for the registration of qualifications	Report on turnaround times for the registration of qualifications	Report on turnaround times for the registration of qualifications	Report on turnaround times for the registration of qualifications
Increased number of qualifications that articulate across Sub-Frameworks	Track progress made in terms of ensuring that the identified qualifications have articulation pathways across and within sub-frameworks				Update the tracking grid on identified qualifications that have articulation pathways and those still with outstanding

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
					information
A clearly defined role of a professional body	Clearly define the roles of statutory and non-statutory professional bodies in relation to SAQA's professional body function	Finalise the draft document outlining roles and responsibilities	Get inputs from stakeholders on the draft document	Present the draft document to the Professional Bodies Committee for recommendation to the Board	Get Board approval for the document clearly defining the roles of statutory and non-statutory professional bodies

Explanation of Planned Performance over the Medium-Term Period

This programme is responsible for registering qualifications and part-qualifications, recognising professional bodies and registering professional designations. This programme contributes to two of the five Outcomes.

The five-year focus is for this unit to:

- Develop a streamlined workflow to register qualifications faster;
- Create clear policies and guidelines for registering national qualifications;
- Reduce the number of qualifications on the NQF by encouraging the Quality Councils to recommend national qualifications instead of provider qualifications; and
- Automate and streamline processes for efficient, professional body recognition and monitoring.

8.3 Programme 3: ICT and NQF MIS

This programme covers the work of the ICT unit and the NQF MIS sub-unit comprising the National Learners' Records Database (NLRD).

8.3.1 ICT
Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
We have stakeholders and role-players who are aligned to deliver on the NQF	3 NLRD Registers	16. Efficient electronic processes across SAQA				Developed Register for professional designations; Created an interim platform for reporting misrepresented qualifications and fraudulent qualifications	Develop the electronic Registers for misrepresented qualifications and fraudulent qualifications as part of the NLRD, if budget permits		
	A workflow system for the evaluation of foreign qualifications							Conceptualise an end-to end electronic system for the evaluation of foreign qualifications	Develop an end-to end electronic system for the evaluation of foreign qualifications
	A workflow tracking system for qualifications and part-qualifications	17. Integrated Tracking System for qualifications and part-qualifications				Conceptualised a workflow tracking system for qualifications and part-qualifications			

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	*2nd*	*3rd*	*4th*
Efficient electronic processes across SAQA	Develop the electronic Registers for misrepresented qualifications and fraudulent qualifications as part of the NLRD, if budget permits		Scope the project and publish the RFQ or tender	Begin work on the project	Report on progress with the project

8.3.2 NQF MIS comprising the National Learners' Records Database (NLRD)

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	*2018/19*	*2019/20*	*2020/21*	*2021/22*	*2022/23*	*2023/24*
We have well-articulated quality-assured-qualifications and relevant	NLRD information for informed decision making	18. Access and use of NLRD information				Made the public information on the NLRD easily accessible and usable by all stakeholders		Promote the use of SAQA's information for policy and decision making	Promote the use of SAQA's information for policy and decision making

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
professional designations that instil trust and meet the needs of the people									
We have stakeholders and role-players who are aligned to deliver on the NQF	Legacy learner achievement records on the NLRD	19. Percentage completeness of legacy learner achievement data on the NLRD						Identify institutions with legacy data and make arrangements to get legacy achievement data	Report on progress made with obtaining legacy qualifications
								Develop a funding proposal for the digitisation of legacy achievement records	Seek funding for the digitisation of legacy achievement records
	Current learner achievement records on the NLRD	20. Learner achievement records loaded within 30 days of records being quality assured						Ensure that QCs load learner achievement records on the NLRD within 30 days of records being quality assured	Ensure that QCs load learner achievement records on the NLRD within 30 days of records being quality assured

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Professional designations on the NLRD	21. Percentage completeness of learner achievement data from professional bodies on the NLRD				All recognised professional bodies loaded professional designation achievements that met the requirements, on the NLRD	All recognised professional bodies load professional designation achievements that meet the requirements, on the NLRD	All recognised professional bodies load professional designation achievements that meet the requirements, on the NLRD	All recognised professional bodies load professional designation achievements that meet the requirements, on the NLRD
	Registers of Misrepresented and Fraudulent Qualifications	22. Updated Registers of Misrepresented and Fraudulent Qualifications				Developed the Policy on the Misrepresentation of Qualifications in line with the Amended NQF Act		Publish the Policy on the Misrepresentation of Qualifications	Implement the Policy on the Misrepresentation of Qualifications
			Produced a report bi-monthly and sent all six reports to the Minister	The List of Misrepresented Qualifications was updated Produced bi-monthly reports on Misrepresented Qualifications	Maintained and reported bi-monthly on the Register of Misrepresented Qualifications to the Minister	Updated the Register of Misrepresented Qualifications	Update the Register of Misrepresented Qualifications	Update the Register of Misrepresented Qualifications	Update the Register of Misrepresented Qualifications

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
				and sent these reports to the Minister					
			Developed Draft Register of Fraudulent Qualifications	Met with the Dept. of Justice on 11 February 2019 The DOJ agreed to provide information on fraudulent qualifications to SAQA	No update was required as the President did not proclaim the NQF Amendment Act establishing the Register of Fraudulent Qualifications yet	No update was required as the President did not proclaim the NQF Amendment Act establishing the Register of Fraudulent Qualifications yet			

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
Percentage completeness of learner achievement	All recognised professional bodies load professional	Receive and screen data loads from professional bodies		Receive and screen data loads from professional bodies	Report on professional body data loads and identify professional

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
data from professional bodies on the NLRD	designation achievements that meet the requirements, on the NLRD	Load all data of acceptable quality on the NLRD		Load all data of acceptable quality on the NLRD	bodies that did not load data for the year
Updated Registers of Misrepresented and Fraudulent Qualifications	Update the Register of Misrepresented Qualifications	Update the Register of Misrepresented Qualifications	Update the Register of Misrepresented Qualifications	Update the Register of Misrepresented Qualifications	Update the Register of Misrepresented Qualifications

Explanation of Planned Performance over the Medium-Term Period

Information Communication Technology ICT): Responsible for ensuring effective ICT governance and the aligned development of ICT infrastructural resources to support the achievement of organisational objectives and business processes. The ICT unit drives SAQA's plans to embrace the Fourth Industrial Revolution by enabling the automation of operations across the organisation and developing end-to-end workflows where required.   Owing to budget cuts, the ICT unit will not pursue any ICT development in this financial year, unless budgets permit. The focus will be on keeping current systems operational and investigating the move to the Microsoft platform from IBM.

The NQF MIS sub-unit comprising the NLRD is responsible for maintaining and further developing SAQA's Management Information System as the critical national source of information for human resource and skills development in policy, infrastructure and planning. The sub-unit's five-year focus is on:

- Securing and loading legacy learner achievements;
- Ensuring that QCs load records within thirty days of the information being in the public domain;
- Creating and maintaining the Registers of Misrepresented Qualifications; and
- Publishing public databases of qualifications and related information for public consumption.

Programme 3 contributes to two of the five Outcomes.

8.4 Programme 4: Authentication Services

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
We have a dynamic NQF that is responsive, adapts to, and support the changing needs of life-long learners	A foreign qualifications evaluation and advisory service that meets changing learner and worker needs	23. Articulation from foreign systems into South Africa takes place					Complete all compliant applications received for the evaluation of foreign qualifications within 3 months	Complete 95% or more of compliant applications received for the evaluation of foreign qualifications within 90 days	Complete all compliant applications received for the evaluation of foreign qualifications within 90 days
		24. The evaluation criteria align with the current legislative and policy context				Developed evaluation criteria in line with the NQF Act, 2008, as amended, and other relevant legal instruments			
We have well-articulated quality-	A trusted qualification verification process	25. A Verification service used by				Completed all applications received for the	Complete all applications received for the	Complete all applications received for the verification of	Complete all applications received for the verification of

| Outcome | Output | Output Indicator | Audited / Actual Performance | | | Estimated Performance | Medium-Term Targets | | |
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
assured-qualifications and relevant professional designations that instil trust and meet the needs of the people		employers and institutions				verification of national qualifications within 20 working days	verification of national qualifications within 25 working days	national qualifications within 20 working days	national qualifications within 20 working days

Indicators, Annual and Quarterly Targets

| Output Indicator | Annual target | Quarterly targets | | | |
		1st	2nd	3rd	4th
Articulation from foreign systems into South Africa takes place	Complete all compliant applications received for the evaluation of foreign qualifications within 3 months	Report on the turnaround time for compliant applications received in Q1	Report on the turnaround time for compliant applications received in Q2	Report on the turnaround time for compliant applications received in Q3	Report on the turnaround time for compliant applications received in Q4
A Verification service used by employers and institutions	Complete all applications received for the verification of national qualifications within 25 working days	Report on the turnaround time for applications received in Q1	Report on the turnaround time for applications received in Q2	Report on the turnaround time for applications received in Q3	Report on the turnaround time for applications received in Q4

Explanation of Planned Performance over the Medium-Term Period

This programme contributes to two of the five Outcomes.

The Authentication Services unit is responsible for verifying national qualifications and evaluating foreign qualifications. It also locates foreign qualifications on the SA NQF by comparing it to a relevant national qualification. This Project must ensure that it streamlines its processes where possible so that it can reduce the time that it takes to verify qualification achievements. This unit's success in meeting turnaround times and servicing clients relies heavily on its processes being automated. The longer that SAQA takes to introduce automation into this unit, the more that public dissatisfaction with SAQA grows.

8.5 Programme 5: Research

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
We have a dynamic NQF that is responsive, adapts to, and supports the changing needs of life-long learning	Reviewed NQF Policies and recommendations for Policy amendments	26. Number of policies reviewed	Reviewed 2 NQF policies	Reviewed 2 NQF policies	Reviewed 2 NQF policies	Reviewed 1 NQF policy	Review one NQF policy	Review one NQF policy	Review one NQF policy
	Implemented Policies	27. The implementation of amended Policies is monitored							Report on the implementation of the amended policies

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Research on the implementation of the NQF	28. Findings and recommendations of NQF-related research	Produced the Draft 2017 NQF Impact Study Report	Commence conceptualisation of the 2021 NQF Impact Study	Produced a progress report on the 2021 NQF Impact Study	Produced a progress report on the 2021 NQF Impact Study	Produce the draft 2021 NQF Impact Study Report	Produce the final 2021 NQF Impact Study Report	Distribute the approved report to stakeholders
			Produced a detailed report on progress made with the current partnership	Produced a detailed report on progress made with the current partnership	Provided a detailed report on progress made with the existing partnership	Compiled specifications for a new research and development partnership		Establish a new research and development partnership	Monitor the work of the research and development partner
We have well-articulated quality-assured-qualifications and relevant professional designations that instil trust and	Coordinated Articulation, CAT and RPL initiatives	29. Record of Articulation initiatives	Produced final report on the implementation of the Articulation Action Plan The Board approved the Report on 9 March 2018	Developed a new Action Plan for Articulation The Board approved the Articulation Action Plan in March	Reported on SAQA's contribution to the Action Plan for Articulation	Provide the Minister with a report on progress made by SAQA and the QCs in implementing the Articulation Policy	Provide the Minister with a report on progress made by SAQA and the QCs in implementing the Articulation Policy	Provide the Minister with a report on progress made by SAQA and the QCs in implementing the Articulation Policy	Provide the Minister with a report on progress made by SAQA and the QCs in implementing the Articulation CAT and RPL Policies

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
meet the needs of the people			for submission to the Minister	2019					

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
Number of policies reviewed	Review 1 NQF policy				Review 1 NQF policy
Findings and recommendations of NQF-related research	Produce the draft 2021 NQF Impact Study Report				Produce a draft report on the 2021 NQF Impact Study
Record of Articulation initiatives	Provide the Minister with a report on progress made by SAQA and the QCs in implementing the Articulation Policy	Send the 2020/21 report to the Minister		Request updates from SAQA and the QCs	Collate the report on progress made with implementing the Articulation Policy for 2021/22

Explanation of Planned Performance over the Medium Term Period

The Research unit contributes to two of the five Outcomes.

The unit is responsible for conducting evidence-based research to track the development and implementation of the NQF and to evaluate the impact of the NQF on the people in South Africa.

The five-year focus is on:

- Recommending amendments to current NQF Policies based on research;
- Producing the 2021 NQF Impact Study Report;
- Establishing a new research partnership;
- Reporting on progress made with implementing the Articulation Policy; and
- Monitoring the implementation of the amended Policies.

Programme Recourse Considerations

9.1 Budget Allocation for Programme and Sub-Programme as per the ENE

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Programmes **R Thousand**	**Audited**	**Audited**	**Audited**	**Audited**	**Medium-Term Estimate**		
1. Administration and support	54 581	55 941	59 998	65 587	56 585	58 376	59 399
2. Recognition and Registration	9 248	9 451	14 043	8 254	10 547	10 984	11 477
3. National Learners Records Database including Verifications	14 724	16 798	17 890	16 149	24 678	18 945	19 778
4. Foreign Qualifications Evaluation and Advisory services	28 444	29 293	31 043	31 405	23 341	22 133	23 127

5. Research	4 194	3 673	4 123	3 993	5 008	5 228	5 462
6. International Liaison	1 511	2 261	2 598	2 499	-	-	-
Subtotal	**112 702**	**117 417**	**129 695**	**127 887**	**120 159**	**115 666**	**119 243**
Government grant Received from the Department of higher Education and Training	64 940	66 719	69 893	72 519	82 793	81 184	83 193
Economic classification							
Current payments	111 797	116 557	128 803	127 887	120 159	115 666	119 244
Compensation of employees	79 321	86 093	98 680	101 589	79 694	78 792	80 715
Salaries & Wages				91 661	71 804	70 902	72 470
Social Contributions				9 928	7 890	7 890	8 245
Goods and services:				26 298	35 289	31 466	32 878
Administrative fees	1 461	1 851	1 643	1 706	1 350	1 411	1 474
Advertising	33	361	172	12	50	52	55
Minor assets	23	26	57	-	27	28	29
Audit costs	2 310	1 778	1 849	1 913	2 000	2 090	2 184
Bursaries(employees)	269	106	254	-	-	-	-
Catering: internal activities	-	244	304	-	193	202	211
Communication	3 598	413	207	627	2 355	2 461	2 571
Computer services	1 672	1 389	1 097	3 135	4 557	4 762	4 975
Consultants	3 438	4 250	2 805	1 007	2 219	2 319	2 423
Legal fees	3 271	692	516	1 112	1 300	1 358	1 419
Contractors:				1 752	301	315	329
Maintenance and repairs of other fixed structures	973	850	883	-	62	65	68
Maintenance and repairs of other machinery and equipment		397	78	369	218	228	238
Other		108	112	560	200	209	218

Agency and support outsourced services	4 543	7 026	7 579	6 309	8 577	3 554	3 714
Fleet services (including government motor transport)		14	19	-	18	19	20
Consumables: supplies (Covid-19)				-	-	-	-
Consumables: Stationery, printing and office supplies		552	859	-	944	986	1 031
Operating leases	52	56	130	-		-	-
Property payments	1 913	1 194	1 534	1 682		-	-
Travel and subsistence	690	848	812	219	400	418	437
Training and staff development	824	219	463	-	-	-	-
Operating payments	4 492	4 311	4 092	5 998	3 981	4 160	4 347
Venues and facilities	491	378	732	8	284	297	310
Depreciation	2 423	2 733	3 879	4 348	3 000	3 135	3 275
Municipalities	905	860	892	1 830	3 253	3 399	3 552
Losses: Impairments to non-financial assets		656		-			
Losses: Other		12	47	20			
Payment of Capital Assets				3 728	5 175	5 407	5 650
Building and other fixed structures				491	2 500	2 612	2 730
Computer equipment				2 779	2 000	2 090	2 184
Office furniture & equipment				458	675	705	737
Intangible assets	954	764					
Total expenditure	112 702	117 417	129 695	127 887	115 813	115 666	119 244

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Revenue:							Medium-Term Estimate	
	Audited	Audited	Audited	Audited	Budget Estimates			

Government Grant Income	64,940	66,719	69,893	72,519	82,793	81,164	83,193	86,928
Other government units			5,787					
Evaluation Fees DFQEAS	36,927	37,599	39,695	32,564	20,000	20,898	21,836	22,816
Income - Verifications	10,418	9,819	11,385	10,558	10,000	10,449	10,918	11,408
Rental Income	1,037	1,099	856	33		-	-	-
Sundry Income	5,312	3,447	1,513	1,392	320	334	349	365
Interest Received	1,844	1,878	2,096	1,021	1,200	1,254	1,310	1,369
Income from professional Bodies	-	2,745	2,534	2,421	1,500	1,567	1,638	1,711
Sale of fixed assets	27	-	33	20	-	-	-	-
Other income			428				-	-
Reversal of provision for impairment	-	-	-	217	-	-	-	-
Prior year carried forward					4,346			
TOTAL INCOME	**120,505**	**123,306**	**134,220**	**120,745**	**120,159**	**115,667**	**119,245**	**124,598**

9.2 Explanation of the Contribution of Resources towards Achievement of Outputs

The budget allocation per programme appears above. Funding for automation to improve workflows is imperative to take SAQA forward, and improve service delivery efficiencies to support its streamlined structure.

Once the President proclaims the NQF Amendment Act, 2019 SAQA will require additional resources to manage the legal processes associated with the Registers for Misrepresented and Fraudulent Qualifications. By automating processes, SAQA hopes to improve service delivery in the Registration and Recognition and Authentication Services units. The ICT unit requires more resources to drive the Automation Project. If these resources are not available, then SAQA requires funds to contract service providers.

10. Updated Key Risks

Outcome	Key Risk	Risk Mitigation
We have a dynamic NQF that is responsive, adapts to, and supports the changing needs of life-long learning	◷ The NQF as a system does not function optimally. ◷ The NQF does not respond to the needs of workers or learners. ◷ Proposed changes to the NQF Amendment Act may cause further confusion and contestations.	✻ Implement the System of Collaboration to resolve contestations. Strengthen the NQF Act to place SAQA as the apex body. ✻ Continue to engage with stakeholders to meet the needs of workers and learners in terms of the NQF. ✻ SAQA must ensure that it fully participates in the processes to amend the NQF Amendment Act.

Outcome	Key Risk	Risk Mitigation
We have visionary and influential leadership that drives a well-researched and clearly formulated NQF agenda	⏱ Stakeholders fight for turf. ⏱ Each entity operates independently with its separate agenda. ⏱ There is little or no co-operation among stakeholders.	❊ Fully implement the NQF Amendment Act. ❊ Strengthen SAQA's role through amendments to the NQF Act so that SAQA is the apex body with authority to drive a common agenda. ❊ Implement the System of Collaboration to resolve contestations.
We have well-articulated quality-assured qualifications and relevant professional designations that instil trust and meet the needs of the people	⏱ Providers offer unregistered qualifications. ⏱ The NLRD does not contain all learner achievement records. ⏱ Qualifications are no longer recognised internationally. ⏱ The NLRD contains "dirty data."	❊ Take action against institutions and providers who offer unregistered qualifications (supported by the NQF Amendment Act). ❊ Put strategies in place to ensure that providers load learner records timeously on the NLRD and that old learner achievement records are digitised and loaded on the NLRD. ❊ Ensure that all qualifications registered on the NQF adhere to SAQA's Policy and Criteria. ❊ Put processes in place to remove duplicate data and data that does not conform to the NLRD specifications
We have a competent and capable team, dedicated and resourced to further develop and maintain the NQF	⏱ Limited funding does not allow SAQA to recruit skilled staff. ⏱ Staff morale is low. ⏱ Institutional memory is lost as skilled	❊ Ensure continuous learning and development of staff ❊ Implement SAQA's policy on Appreciation and Recognition ❊ Put systems in place to retain institutional memory

Outcome	Key Risk	Risk Mitigation
	staff retire or leave. ⏱ Not all staff are willing to accept change. ⏱ SAQA's new streamlined structure does not support service delivery	❋ Introduce staff training to assist with change management. ❋ Additional funding from the fiscus for automation
We have stakeholders and role-players who are aligned to deliver on the NQF	⏱ Each entity communicates different messages, which leads to confusion among stakeholders	❋ Work with the NQF family to develop common messages

11. Public Entities

N/A

12. Infrastructure Projects

N/A

13. Public Private Partnerships

N/A

Part D: Technical Indicator Description (TID)

Indicator Title	1. Prominent national, regional and global standing
Definition	SAQA, as the custodian of the NQF and its values, strives for a world-class NQF that is well understood and benefits all stakeholders. As such, SAQA plays an important role globally, regionally and specifically within SADC. SAQA strives to continuously keep up to date with the latest international trends in NQFs and to benchmark South Africa's NQF against those of other countries. SAQA also has a lot to teach the world about NQFs since South Africa has one of the oldest NQFs in the world. The purpose of this indicator is to identify and implement two initiatives to promote the SA NQF internationally.
Source of Data	Seminar and workshop reports, presentations, participation in international events, papers written for the global market, contributions to regional and global reports.
Method of calculation/assessment	SAQA will use international platforms to promote the SA NQF. The data sources form the basis of the assessment. If SAQA uses an international workshop to promote the NQF, then the MOC will be the presentation and evidence of attendance. If SAQA publishes an article in an international publication, the MOC will be evidence of the article. SAQA uses a variety of platforms to reach the international community. Each initiative will be recorded and reported on.
Assumptions	SAQA will continue to participate in international events and on international platforms
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	The actual performance should equal or exceed the expected performance.
Indicator responsibility	Manager: Business Development & Stakeholders; Senior Manager: Research; and CEO

Indicator Title	2. Informed stakeholders
Definition	SAQA, as the custodian of the NQF and its values, strives for a world-class NQF that is well understood and benefits all stakeholders. As such, SAQA plays an important role nationally, globally, regionally and specifically within SADC. SAQA strives to continuously keep up to date with the latest international trends in NQFs and to benchmark South Africa's NQF against those of other countries. The NQF Amendment Act gives SAQA the mandate to inform the QCs and other interested parties about international practice in the development and management of qualifications frameworks. The purpose of this indicator is to identify and implement at least two initiatives to share international best practice with stakeholders.
Source of Data	Reports and articles from international events and publications.
Method of calculation/assessment	SAQA informs the QCs about international best practice through its quarterly reports to the CEO Committee. SAQA also shares international best practice with stakeholders through various platforms such as webinars, publications and conferences.
Assumptions	Stakeholders understand and use the information that SAQA provides
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	The actual performance equals or exceeds the expected performance.

Indicator responsibility	Manager: Business Development & Stakeholders; and CEO

Indicator Title	**4. Sufficient revenue to support SAQA's work**
Definition	SAQA's biggest challenge is financial sustainability. The voted funds comprise only half of our conservative budget. With a bigger baseline budget, SAQA will be able to achieve much more. Many of our processes are manual, outdated and time-consuming. We can automate processes; employ artificial intelligence to repetitive processes; improve our productivity; and develop innovative solutions to complex problems, with adequate resources. SAQA hopes to raise funding from sources other than the fiscus that will grow its financial sustainability. The purpose of this indicator is to implement a plan to secure alternate funding.
Source of Data	SAQA's budget and Strategic Plan; information from the different units regarding possible paid-for services; possible donor funding for specific projects.
Method of calculation/assessment	The MOS will be funding that has been secured from other sources. This will include actual monies received in SAQA's bank account and any funding agreements that SAQA signed.
Assumptions	SAQA's service offerings are valued and SAQA has sufficient staff to take on additional projects
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual

Desired performance	The plan for Alternate Funding is successfully implemented.
Indicator responsibility	Executive: Finance and Administration; CEO; Executive: NQF Operations

Indicator Title	5. An effective System of Collaboration and NQF structures
Definition	It requires visionary and influential leadership to ensure that the NQF family work in unison to achieve the objectives of the NQF. Visionary leaders identify areas for research and use the evidence gained from research to formulate an NQF agenda that supports an integrated and transparent NQF framework. The NQF Amendment Act gives SAQA more powers than the NQF Act. However, the Amendment Act does not name SAQA as the apex body responsible for the NQF. SAQA must, therefore, work within its mandate to establish itself as a body with visionary and influential leadership for this to work. The object of the System of Collaboration is to guide the mutual relations of SAQA and the Quality Councils in such a manner as to promote constructive cooperation. The System of Collaboration also defines the roles and responsibilities of the collaboration structures and outlines what needs to be done if there is a dispute between SAQA and one of the QCs, or between two QCs. The System of Collaboration was published in 2013 and is regularly amended. The purpose of this indicator is to assess the effectiveness of the System of Collaboration and the NQF structures.
Source of Data	Reports emanating from the CEO Committee, CEO Committee Task Teams, CEO Sub-Committees and NQF Forum; and relevant correspondence and outcomes of joint initiatives.
Method of calculation/assessment	Information from the source data will be collated into a report annually and analysed for evidence of effective collaboration. The SAQA Board will approve this report in March before sending it to the Minister: HESI in April each year.
Assumptions	The CEO Committee continues to function in the same manner so that information is available for analysis and reporting.
Disaggregation of beneficiaries	N/A

(where applicable)	
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	The System of Collaboration and NQF structures work as they should and support the implementation of the NQF Act, 2008 as amended.
Indicator responsibility	Manager: Strategy, Reporting & Performance Monitoring & Evaluation; Executive: Governance, People and Strategy Division

Indicator Title	**7. Evidence of advice provided to the Executive Authority**
Definition	SAQA wants to have visionary and influential leadership that drives a well-researched and clearly formulated NQF agenda. SAQA will have achieved this outcome if it is seen and accepted as the apex body responsible for the NQF. Currently, SAQA and the QCs advise the Minister independently. Section 27f of the NQF Amendment Act, 2019 requires QCs to advise the Minister: HESI, in consultation with SAQA. SAQA will implement this clause during this planning cycle. The purpose of this indicator is to advise the Executive Authority on NQF matters as required.
Source of Data	Requests for consultation on advice from QCs; SAQA Board decisions to provide advice to the Minister: HESI on specific matters; and requests from the Minister: HESI for advice on specific matters.
Method of calculation/assessment	Record of advice provided to the Minister: HESI as reported in SAQA's quarterly reports.
Assumptions	There will be a need for advice each year.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where	N/A

applicable)	
Reporting cycle	Annual
Desired performance	The actual performance should equal the planned execution.
Indicator responsibility	Executive: Governance, People and Strategy Division.

Indicator Title	**8. Stakeholders access simplified information about the NQF**
Definition	Stakeholders who criticise the NQF do so on the basis that the NQF is poorly understood. SAQA's focus will be on promoting the NQF with simple and easy-to-understand language and tools so that stakeholders understand what the NQF is about and how it benefits them. If stakeholders are seen to be interacting with information about the NQF, then it can be assumed that they know, understand and value the information. SAQA provides NQF information to the public through its website and social media platforms. The purpose of this indicator is to implement four comprehensive online campaigns aimed at informing the public about the NQF in a simple manner that is easy to understand.
Source of Data	The sources of data include plans, progress reports, statistics about reach and final campaign reports. Social media and website statistics is also an indicator of the public interacting with SAQA's information.
Method of calculation/assessment	Campaign reports will be drawn up to show how the campaign was implemented, its reach (number of people reached) and the impact that it had. Furthermore, statistics of social media and website activity is an indication of the public interacting with SAQA's information online.
Assumptions	If stakeholders interact with information about the NQF, then it can be assumed that they know, understand and see value in the information.
Disaggregation of beneficiaries	N/A

(where applicable)	
Spatial transformation (where applicable)	N/A
Reporting cycle	Quarterly progress and final reports against the annual target
Desired performance	Four comprehensive campaigns. The actual performance should exceed the expected performance.
Indicator responsibility	Manager: Communications; Executive: Governance, People and Strategy Division.

Indicator Title	**9. An increasing number of learner achievements recorded on the NLRD**
Definition	Stakeholders who criticise the NQF do so on the basis that the NQF is poorly understood. SAQA's focus will be on promoting the NQF with simple and easy-to-understand language and tools so that stakeholders understand what the NQF is about and how it benefits them. The National Learners' Records Database (NLRD) is the largest and only official database of the NQF. Among other sets of information, the NLRD contains learner achievement data. The growth in the learner achievement data is a reflection of the NQF working for the people. The NLRD is an indicator of learners' benefitting from the NQF. The NQF Amendment Act, once proclaimed, makes it a requirement for QCs to load all learner achievement data on the NLRD within 30 days of it being in the public domain. The purpose of this indicator is to ensure that the NLRD contains 21 000 000 or more learners with achievements.
Source of Data	Quality Councils and information partners such as SETAs and professional bodies that load data onto the NLRD
Method of calculation/assessment	A report is drawn annually on the total number of learners with achievements on the NLRD for the year and as at 31 March each year.

Assumptions	QCs, professional bodies and information partners continue to load data on the NLRD, in compliance with the NQF Act and the NQF Amendment Act once proclaimed. Data cleaning does not result in nett negative growth in numbers
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Quarterly achievements accumulating to the annual target
Desired performance	The NLRD reflects 21 million or more learners with achievements. The actual performance should exceed the targeted performance.
Indicator responsibility	Manager: NQF MIS; Executive: NQF Operations

Indicator Title	**10. SAQA's structure is aligned to deliver on its strategy**
Definition	People are required to implement the NQF and SAQA's mandated functions. Without the right people, skills and adequate resources, it would be challenging to implement the NQF to support its strategy. The purpose of this indicator is to implement SAQA's re-designed structure to better suit delivery on its strategy.
Source of Data	Strategy; proposed re-structure to deliver on strategy; service providers' documents; evidence of the M&E process and final board approval.
Method of calculation/assessment	The source documents show the process followed towards structure approval and implementation.
Assumptions	The SAQA Board will be open to approving a new organisational structure.
Disaggregation of beneficiaries	N/A

(where applicable)	
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	The actual performance equals the targeted performance.
Indicator responsibility	People Management Senior Manager; Executive: Governance, People, and Stakeholders Division; CFO and CEO

Indicator Title	**11. Implemented Staff capacity building programmes**
Definition	People are required to implement the NQF and SAQA's strategy. Without the right people and skills and adequate resources, it would be challenging for SAQA to achieve its objectives. The purpose of this indicator is for every staff member to have at least two learning interventions per year
Source of Data	Records of learning interventions managed by People Management.
Method of calculation/assessment	People Management records each staff member's learning and development initiatives on a spreadsheet. At the end of the year, they analyse the information to confirm that all staff members engaged in at least two training and development initiatives.
Assumptions	Staff members on maternity or long term sick or study leave may not have completed two learning initiatives. Staff members who joined SAQA during the year may not have completed two learning initiatives. Training and development may be formal, informal or non-formal.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where	N/A

applicable)	
Reporting cycle	Annual
Desired performance	Every staff member has at least two learning interventions per year. The actual performance should be higher than the targeted performance.
Indicator responsibility	Senior Manager: People Management

Indicator Title	**12. Streamlined processes and improved turnaround times**
Definition	One of the reasons why the registration process experiences delays are that SAQA does not receive all the required information or SAQA receives incorrect information. The root cause of this problem is that SAQA and the QCs use independent systems with which to carry out their work. The NQF Act Implementation Evaluation highlighted the problem and recommended remedial action in the accompanying Improvement Plan. The Improvement Plan lists as a deliverable, the development and implementation of an end-to-end workflow system that will allow providers to load information once for both SAQA and the QCs. This intervention requires additional funding that DHET has committed to secure. In the meanwhile, SAQA is doing everything in its power to improve internal processes so as to register qualifications and part-qualifications quicker. While SAQA is currently working with the CHE on a streamlined workflow, this system will take a few years to implement. In the meanwhile, SAQA has changed its governance structure and the Board has delegated authority to the NQF Qualifications Committee to approve the registration of qualifications and part-qualifications. This delegation will go some way towards speeding up the registration process. The purpose of this indicator is to register qualifications recommended by QCs that meet all SAQA's criteria within four months of submission.
Source of Data	Standard Operating Procedures (SOP) for registering qualifications and part-qualifications on the NQF; Checklist for evaluating recommended qualifications
Method of	The process time is calculated from the time that qualifications are received from the QCs, until the time that the qualifications are approved for registration for NQF.

calculation/assessment	
Assumptions	Some qualifications are returned to the QCs if they do not meet the criteria. At this point, the process ends with the return rather than with the registration of the qualification on the NQF.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired performance	It is desirable if the team completes the registration process ahead of schedule
Indicator responsibility	Senior Manager: Registration and Recognition

Indicator Title	14. Increased number of qualifications that articulate across Sub-Frameworks
Definition	The public can trust the NQF because of its transparency. SAQA publishes information about registered qualifications and its associated information on its website. If qualifications articulate well, then people can progress within education, training and the workplace.

As indicated in the Minister's Articulation Policy: *"A well-articulated system is one in which there are linkages between its different parts, there should be no silos and no dead-ends"*. An articulated system is about having a joined-up education and training system by 'design' with multiple pathways, and no dead-ends in terms of a learner's progression.

The National Plan for PSET lists Outcome 1.4 as "Increased articulation for students between and within the NQF sub-frameworks, and between and within institutions". While SAQA ensures that qualifications registered on the NQF have articulation options, some qualifications do not include articulation options. |

	The Minister's Articulation Policy supports the idea of systemic, specific and individual Articulation pathways. SAQA will not register a qualification that does not have clear Articulation pathways. SAQA published the Policy and Criteria for registering a Qualification and Part-Qualification on the NQF in March 2013. The purpose of this indicator is to identify qualifications already registered on the NQF after 1 January 2014 that do not have articulation options and request the missing information from QCs.
Source of Data	The NLRD. SAQA should establish how many qualifications it registered from 1 January 2014 do not have articulation options. SAQA must source the missing Articulation options for these qualifications from QCs and update the NLRD.
Method of calculation/assessment	Create a spreadsheet with the qualifications with no articulation options and track progress until the articulation options appear on the NLRD. SAQA will achieve the target once all qualifications registered from 1 January 2014 have articulation options.
Assumptions	Quality Councils provide the missing information when SAQA requests it.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual accumulated progress against the five-year target
Desired performance	All qualifications registered on the NQF after 1 January 2014 have at least one Articulation pathway within or across Sub-Frameworks. Actual performance should equal the targeted performance.
Indicator responsibility	Senior Manager: Registration and Recognition

Indicator Title	**15. A clearly defined role of a professional body**

Definition	The public can trust the NQF because of its transparency. SAQA publishes information about recognised professional bodies and registered professional designations on its website. Qualifications underlie professional designations. SAQA does not fully understand the differences between statutory and non-statutory professional bodies in the changing NQF context. This impacts on SAQA's ability to recognise professional bodies, register their designations and provide services to them. If SAQA is clear about this, then it will better market its services to professional bodies and ensure that the registered designations meet the needs of the people. The most significant challenge is to resolve the issue of old legislation that governs statutory professional bodies, which conflicts with the NQF Act. The risk to SAQA is that statutory bodies encroach on SAQA's role or are in conflict with the Quality Councils, and these matters require the courts to resolve them. As a result, SAQA becomes embroiled in unnecessary litigation. At the NQF Stakeholders Forum held on 2 March 2019, the previous Minister of Higher Education and Training, recommended to setting up a Ministerial Task Team to resolve this matter. Nothing has been done to take this forward by the current Minister. The purpose of this indicator is to develop a document outlining the roles of statutory and non-statutory professional bodies as they pertain to SAQA's professional body function. Once complete, the next step would be to amend the Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation if amendments are required.
Source of Data	Research paper developed in 2020/21; Policy and Criteria on Recognising Professional Bodies and Registering Professional Designations.
Method of calculation/assessment	The Research unit produced a report on the roles of statutory and non-statutory professional bodies in 2020/21. SAQA must use the research findings to develop its own model for working with professional bodies and identifying services that it has to offer. The deliverable is the report on the service offerings for statutory and non-statutory professional bodies in relation to their roles and responsibilities.
Assumptions	All professional bodies display characteristics of being either a statutory or a non-statutory professional body.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A

Reporting cycle	Annual
Desired performance	There is a Report that clearly defines the roles of statutory and non-statutory professional bodies as they pertain to SAQA's professional body function. The actual performance should equal the targeted performance.
Indicator responsibility	Senior Manager: Registration & Recognition; Senior Manager: Research; Executive: NQF Operations; CEO

Indicator Title	**16. Efficient electronic processes across SAQA**
Definition	Many of SAQA's processes are manual, outdated and time-consuming. We can automate processes; employ artificial intelligence to repetitive processes; improve our productivity; and develop innovative solutions to complex problems, with adequate resources. SAQA's strategy is to remain current and relevant by employing ICT to streamline processes and to automate where possible. SAQA will, therefore, consider which processes across the organisation can be automated and put plans in place to automate them. This is a long term project that will begin in 2021 and span several years. The purpose of this indicator for the current year is to develop Registers for misrepresented qualifications and fraudulent qualifications, as part of the automation project.
Source of Data	Specifications for the Registers of Misrepresented Qualifications and Fraudulent Qualifications will come from the Executive: Governance, People and Strategy, in collaboration with the Senior Manager: ICT. The Executive currently maintains an Excel spreadsheet of misrepresented qualifications. This spreadsheet will inform the fields required in the Register. The NQF Amendment Act 2019 will inform the mandate for the Registers and the specifications for the Register of Fraudulent Qualifications.
Method of calculation/assessment	The ICT unit will use the information provided by the Executive: Governance, People and Strategy to develop the specifications for the build of the Registers. The Registers will form part of the NLRD.
Assumptions	There is sufficient budget and skills to build these Registers
Disaggregation of beneficiaries	N/A

(where applicable)	
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	The Registers are available before the end of the financial year.
Indicator responsibility	Senior Manager: ICT with support from the Executive: Governance, People & Strategy and Manager: NQF MIS

Indicator Title	**21. Percentage completeness of learner achievement data from professional bodies on the NLRD**
Definition	The NQF Amendment Act requires SAQA to develop a separate register for professional designations on the NLRD. SAQA's Policy and Criteria for recognising professional bodies require professional bodies to load their professional designation achievement data on the NLRD, at least once a year. Failure to comply with may result in SAQA de-recognising the professional body. The purpose of this indicator is to ensure that all recognised professional bodies load professional designation achievements that meet the requirements, on the NLRD
Source of Data	NLRD data loads, information about recognised professional bodies from the Registration and Recognition unit
Method of calculation/assessment	The NQF MIS team draws reports after each data load cycle and compares this list against the list of recognised professional bodies. The team follow up with professional bodies who did not load data and report those professional bodies that did not load data during the financial year to the Registration and Recognition unit. All recognised professional bodies x should load data (y) at least once a year. $y \geq x$
Assumptions	Professional bodies load complete sets of data that meet SAQA's data load requirements each time.
Disaggregation of beneficiaries	N/A

(where applicable)	
Spatial transformation (where applicable)	N/A
Reporting cycle	Twice a year – accumulated to annual
Desired performance	The actual performance should equal or exceed the expected performance.
Indicator responsibility	Manager: NQF MIS with support from Senior Manager: Registration & Recognition; Executive: NQF Operations

Indicator Title	22. Updated Registers of Misrepresented and Fraudulent Qualifications
Definition	The NQF Amendment Act provides for the establishment of the Registers of Misrepresented and Fraudulent Qualifications. SAQA must establish these Registers in these five years. The purpose of this indicator is to update the Register of Misrepresented Qualifications
Source of Data	Misrepresented qualification information from the Verifications Project, Foreign Qualifications Evaluation and Advisory Services, QCTO, Umalusi and CHE. Currently, Umalusi and the CHE do not provide any information on misrepresented qualifications to SAQA. Once the Registers have been developed, the data sources will load data about the Misrepresented Qualifications onto the NLRD according to the NLRD specifications, monthly. The NLRD database administrator will clean the information by removing duplicate data and ensuring that the data sources filled in all the compulsory fields, before uploading the information. Until then, the data sources provide data on Excel spreadsheets to the Executive: Governance People & Strategy.
Method of calculation/assessment	The Executive: Governance, People & Stakeholders receives information monthly on separate spreadsheets from each data source and adds the information into a consolidated list after removing duplicate data. The Excel Spreadsheet is updated monthly and statistics are reported quarterly to the Minister: HESI

Assumptions	The data sources confirmed the accuracy of the data before providing them to the Executive: Governance, People & Strategy
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired performance	An updated Register of Misrepresented Qualifications
Indicator responsibility	Executive: Governance, People and Stakeholders for the current year

Indicator Title	**23. Articulation from foreign systems into South Africa takes place**
Definition	Applicants submit their applications to SAQA. SAQA checks all submitted applications against the criteria for compliance (screened). Compliant applications (i.e. applications that meet all the criteria) are then further processed (that is, the qualification achievement is verified and then located on the NQF). 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). Currently, these processes are done manually, which is time-consuming. Once automated, the processing time will reduce. The purpose of this indicator is to ensure that 90% or more of compliant applications are evaluated within 90 days.
Source of Data	Statistical and other reports from the unit on the different processes and stages
Method of calculation/assessment	Statistical reports; simple count. The indicator is calculated as follows: x/y ≥ 90% where x is the number of completed applications within three months from recording compliant applications; and y is the number of compliant applications processed each financial year.

Assumptions	External sources provide information on time, and there is sufficient staff to do the work
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Quarterly accumulated to the annual target
Desired performance	The actual performance should equal or exceed the expected performance
Indicator responsibility	Senior Manager: Authentication Services

Indicator Title	**25. A Verification service used by employers and institutions**
Definition	The NQF Amendment Act provides for the referral of all qualifications or part-qualifications presented for study, employment or appointment to SAQA for verification or evaluation. Learner achievements on the NLRD, where available are used to verify national qualification achievements. 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. The purpose of this indicator is to complete all applications received for the verification of national qualifications within 25 working days.

Source of Data	Applications from clients; NLRD; other data sources if the information is not on the NLRD
Method of calculation/assessment	Applications are received and checked for completeness. 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. All verification requests must be completed and the results presented to the client within 25 working days of being captured on the Verifications Database. Under conditions of lockdown, it may not be possible for qualification achievements that require an information partner to confirm its authenticity, to be completed in 25 working days. SAQA will therefore allow for a 10% variation for qualification achievement verification if the data is not on the NLRD. I.e SAQA will allow for 10% of qualification achievements that require information from data sources, to take longer than 25 working days.
Assumptions	It is assumed that the majority of requests for verification are for qualification achievements that are loaded on the NLRD.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Quarterly accumulated to the annual target
Desired performance	The actual performance should equal or exceed the expected performance
Indicator responsibility	Senior Manager: Authentication Services

Indicator Title	**26. Number of policies reviewed**
Definition	A dynamic NQF facilitates access to, and mobility and progression within education, training and career paths. There are several NQF Policies that SAQA developed during the last strategic cycle. For South Africa to have a dynamic NQF that is responsive, adapts to, and supports the changing needs of life-long learning, the NQF policies must reflect

	current dynamics. This indicator is, therefore, about ensuring that NQF Policies are regularly reviewed and updated to reflect changes in the needs of learners and workers. The purpose of this indicator is to review one NQF policy annually.
Source of Data	The Research unit will conduct research that will inform possible amendments to the Policies. The team responsible for amending the Policy will consider the recommendations made by the Research team in their proposed changes. Evidence of changes in the published revised Policy and working documents leading up to the final approved revised Policy.
Method of calculation/assessment	Successful performance means a published amended Policy; an explanation post research, as to why the Policy should not be amended; or an explanation post research and engagement, as to why a longer review period is required for additional engagement before amendments are implemented.
Assumptions	SAQA consulted its stakeholders during the review phase.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual progress against the five-year target
Desired performance	Review five NQF Policies and amend them as required over the five years. It is desirable to exceed the target in any given year if circumstances warrant more immediate policy amendments.
Indicator responsibility	Senior Manager: Research supported by Senior Manager: Registration & Recognition; Senior Manager: Authentication Services; and Executive: NQF Operations

Indicator Title	**28. Findings and recommendations of NQF-related research**
Definition	One of SAQA's outcomes is to have a dynamic NQF that is responsive, adapts to, and supports the changing needs of life-long learning. SAQA has put initiatives in place to achieve this outcome. However, SAQA will only know if its initiatives

	made a difference if SAQA conducts research. SAQA's main research instrument is its Impact Studies, which is a mandated requirement. Impact Studies span three to four years of research before a final research report is produced. The purpose of this indicator is to produce the draft 2021 NQF Impact Study Report.
Source of Data	Analyses of the data obtained
Method of calculation/assessment	Information from various sources is used to measure the reported impact of aspects of the NQF on education and training in line with the approved theoretical frameworks. The research culminates in a research report.
Assumptions	SAQA can only use available data and cannot measure some aspects because of the lack of data
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	SAQA produces the Draft 2021 NQF Impact Study Report by March 2022.
Indicator responsibility	Senior Manager: Research

Indicator Title	**29. Record of Articulation initiatives**
Definition	A dynamic NQF facilitates access to, and mobility and progression within education, training and career paths. It is not enough for SAQA to publish policies. SAQA must also ensure that stakeholders implement these policies. The purpose of this indicator is to provide the Minister with a report on progress made by SAQA and the QCs in implementing the Articulation Policy.

Source of Data	SAQA, DHET and the QCs reports culminating in a combined report.
Method of calculation/assessment	SAQA, DHET and the QCs each produce an update on their Articulation activities. SAQA uses these updates to compile the consolidated report for the Minister: HESI. The consolidated report is first approved by the SAQA Board in March before being sent to the Minister: HESI in April each year.
Assumptions	Sufficient funding is available to implement the Articulation Policy and the QCs supply their reports in line with SAQA guidelines, timeously.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	SAQA completes the consolidated report for the Minister, the Board approves it, and SAQA sends it to the Minister: HESI within 30 days after the financial year-end.
Indicator responsibility	Manager: Strategy, Reporting, and Performance M&E; Executive: Governance, People and Strategy Division.

Annexures to the Annual Performance Plan

Annexure A: Amendments to the Strategic Plan

There are no amendments during this period.

Annexure B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R'000)	Period of Grant
N/A	N/A	N/A	N/A	N/A

Annexure C: Consolidated Indicators

Institution	Outputs	Output Indicator	Target	Data Source
N/A	N/A	N/A	N/A	N/A