SOUTH AFRICAN QUALIFICATIONS AUTHORITY
Annual Performance Plan 2024/25

APPROVED BY THE SAQA BOARD

29 JANUARY 2024

Table of Contents
ANNUAL PERFORMANCE PLAN 2024/25

Table of Contents

SAQA Board Deputy Chairperson's Statement[1]

 The past two years have been a period of reflection for both the Board and SAQA's management. We are however proud to report that after a difficult period, which included navigating the global pandemic, and budget cuts that necessitated staff reductions, the organisation has re-found its rhythm and continues to be an exemplary government agency.

It has become evident that SAQA should be more externally facing, able to engage better with the public at large, and provide support within the education and training ecosystem. This has become an important new area of focus and will be further strengthened in the coming years.

The appointment of Ms Nadia Starr as CEO in 2022 has marked a shift in the organisational culture and improved service-delivery. Over the last year the executive team has also been strengthened and renewed. Together with some new Board appointments, SAQA is well poised to keep delivering on its mandate:

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

During the period under review, SAQA has been critically examining the NQF and its role in its further development and implementation, through a formal and independent review process. As key recommendations from the review process emerge at the end of the 2023/24 financial year, SAQA, with its NQF partners, the Council on Higher Education, Umalusi and the Quality Council for Trades and Occupations, are working together to simplify the NQF.

This is also an opportunity to engage more with new technologies that improve efficiencies and give more direct access to SAQA services to the citizens of our country. Watch this space as the automation work currently underway will start to be implemented soon.

As we finalise this APP for 2023/2024 we note with great sadness the passing of the current SAQA chairperson, Prof. Peliwe Lolwana in December 2023. As the Board and management of SAQA we can only say that her leadership will be sorely missed, but also that we are committed to realising her vision of an NQF that touches even the most rural citizens in our country.

_____

Dr James Keevy, Deputy Chairperson

Accounting Authority: The South African Qualifications Authority

[1] This APP was drafted by the SAQA Deputy Chairperson in the period between Prof Lolwana's untimely passing and the appointment of an acting or new chairperson by the Minister: HESTI.

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-sixth-year history. In addition to the challenges brought about by Covid-19, SAQA has been adjusting to the reality of being a smaller and more streamlined structure following an organisational redesign that was approved by the SAQA board in March 2022. The new structure catered for eighty-two permanent positions and as a result adversely impacted service delivery of the Authentication Services Unit which is responsible for the verification of national qualifications as well as the evaluation of foreign qualifications. In addition to short-term interventions, SAQA focused on designing and implementing a project and multi-year process to automate its internal processes and delivery systems, where possible, in order to bring about greater efficiencies in service delivery.

SAQA's primary focus for the 2020/25 Planning Cycle, is on streamlining and automating its operational processes to become more efficient in its service provision. The proclamation of the NQF Amendment Act, 2019, has empowered SAQA to have more authority and responsibilities. SAQA grapples with both the strategic and operational implications of the proclamation of the Amendment Act. Together with the Quality Councils SAQA is committed to implementing the NQF Amendment Act, 2019. SAQA will also focus on making the new staffing structure, with its drastically reduced staff complement work.

Ms Nadia Starr
Accounting Officer

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

Annual Performance Plan 2024/25

Part A: Our Mandate

1. Updates to the Relevant Legislative and Policy Mandates

1.1 National Qualifications Framework Act 67 of 2008

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

✳ Advance the objectives of the NQF,
✳ Oversee the further development and implementation of the NQF, and
✳ Coordinate the three NQF Sub-Frameworks.

SAQA's mandated functions include, amongst others:

✳ Advising the relevant Ministers and decision-makers on NQF matters,
✳ Overseeing the implementation of the NQF and ensuring the achievement of its objectives,
✳ Developing a system of collaboration to guide the mutual relations of SAQA and the Quality Councils,
✳ Developing and publishing the NQF level descriptors in agreement with the Quality Councils,
✳ Developing policies and criteria for the development, registration and publication of qualifications, assessment, recognition of prior learning and credit accumulation and transfer, recognising a professional body and registering a professional designation
✳ Collaborating with its international counterparts and sharing good NQF practice nationally and internationally,
✳ Conducting or commissioning and publishing investigations on issues of importance for the development and implementation of the NQF, including periodic studies of the impact of the NQF on South African education, training, and employment,
✳ Maintaining a national learners' records database (NLRD) comprising registers of national qualifications, part-qualifications, learner achievements, recognised professional bodies, professional designations, and associated information, including misrepresentation regarding qualifications,
✳ Providing an evaluation and advisory service with respect to foreign qualifications;
✳ The verification of national qualifications and
✳ Informing the public about the NQF.

1.2 National Qualifications Framework Amendment Act 12 of 2019

The NQF Amendment Act, No. 12 of 2019, was proclaimed by the President in October 2023, it further amends the NQF Act, 2008. The Amendment Act provides for the following: the formulation of criteria for evaluating foreign qualifications; the establishment and maintenance of separate registers for misrepresented and fraudulent qualifications or part-qualifications; for a separate register for professional designations; and for offenses and penalties which have a bearing on fraudulent qualifications. SAQA has begun the process of engaging on regulations to assist with proper implementation and administration of the Act and thinking through transitional arrangements.

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.

1.3 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) and its implementation plan, the National Plan for PSET (NPPSET) (DHET, 2019);
- Priorities and Guidelines for the NQF and other directives issued by the Minister of Higher Education, Science, and Innovation.

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 in Section 2.5 below.

In terms of the Ministerial Guidelines: The Minister: Higher Education, Science, and Innovation, may publish guidelines that highlight priorities that SAQA and the QCs must consider. The Minister did not publish Guidelines in 2019, 2020, 2021 or 2022 and requested NQF entities to implement the NQF Act Implementation Evaluation Improvement Plan. 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 TVET colleges to increase the participation rate to 25 percent;

(iv) Increase the graduation rate of TVET colleges to 75 percent;

(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; and

(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; and
- 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)

Cabinet approved its Revised Medium Term Strategic Framework 2019/24 in September 2021.

"The Revised MTSF 2019-2024 continues to reflect government's plan of action over the remaining term of the sixth administration. The Revised MTSF 2019-2024 also prioritises government commitments to prevail over the coronavirus pandemic and to work towards recovery. These commitments were outlined in the 2021 State of the Nation Address and include the following focus areas: First, to defeat the coronavirus pandemic; Second, to accelerate our economic recovery; Third, to implement economic reforms to create sustainable jobs and drive inclusive growth; And finally, to fight corruption and strengthen the capacity of the state. These commitments are included in the Revised MTSF 2019-2024 and will provide the focus for annual plans." Revised MTSF, page 3

Priority 3 refers to Education, skills, and health.

With respect to post-school education and training, the Revised MTSF states: "… there is also a need to force the more rapid adoption of innovative delivery models and methods, such as distance and digital learning, alternative and more efficient degree structures, improved institutional models, and approaches to improve quality and throughput."

Focus should also be on the youth in giving them the necessary skills to be productive in the workforce, in the 4IR era. With great emphasis being placed on Early Childhood Development and basic education, having capable and committed teachers is an imperative.

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 Framework

The National Spatial Development Framework was approved by Cabinet in March 2022. While SAQA recognizes the importance of the Framework, it is not directly relevant to SAQA's work as SAQA's projects and initiatives are aimed at stakeholders nationally. SAQA seeks to support diverse learners through its policies and processes.

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 providers: 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 effectiveness	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 QCs, 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 QCs to address **all NQF-related issues**, including, among other things, **simplifying occupational qualification nomenclature and developing policies on NQF matters**. • The QCs 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	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.

	world of work, society and students		• 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 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 South African Economic Reconstruction and Recovery Plan

The outbreak of the Covid-19 pandemic in March 2020, found a vulnerable South African economy. The South African Economic Reconstruction and Recovery Plan (ERRP) sets out a reconstruction and recovery plan for the South African economy that is aimed at stimulating equitable and inclusive growth.

In terms of the Plan, the following priority interventions will be made:

• Aggressive infrastructure investment;

• Employment orientated strategic localisation, reindustrialisation and export promotion;

- Energy security;

- Support for tourism recovery and growth;

- Gender equality and economic inclusion of women and youth;

- Green economy interventions;

- Mass public employment interventions;

- Strengthening food security; and

- Macro-economic interventions.

SAQA is committed to playing its role in the economic recovery of the country by contributing to the repurposing of State-Owned Enterprises (SOE's) through its organisational re-design. SAQA's restructuring has improved institutional efficiencies and has promoted job creation through its authentication services, the registration of relevant and quality qualifications and the recognition of professional bodies.

In line with the ERRP and other national priorities, SAQA also contributes towards gender equality and economic inclusion of women and youth. SAQA's employment equity targets are transformative as seen in the higher targets set for women, over men. SAQA continues to meet these targets as seen in Section 7.2b and 7.2c below.

One of the critical enablers of the ERRP is a focus on Communications and the Digital Economy, which among other things, can lower business costs and enable better service delivery. SAQA's Authentication Services is moving online, which will contribute to both reduced costs and improved service delivery. In addition to this, SAQA uses social media platforms to inform the public about the NQF and other developments related to education, training, and the workplace, thereby showing the organisation's commitment to embracing digital communication.

2.7 Skills Strategy: Support for the South African Economic Reconstruction and Recovery Plan

The education sector will play a pivotal role in ensuring the success of the ERRP. Accordingly, the aim of the Skills Strategy: Support for the South African Economic Reconstruction and Recovery Plan (ERRP SS) is to support the ERRP by ensuring that the workforce has enough skills and knowledge to support the recovery and growth of the South African economy. Furthermore, the ERRP SS "…seeks to prioritise steps that will build the PSET system's capacity to be responsive to the needs of the economy in the longer term, while putting in place interventions that can more immediately meet the imperatives emerging from the ERRP" (SS ERRP; p ii).

The skills strategy identifies ten interventions that are grouped into two dimensions:

Dimension 1: Interventions focused on the provision of targeted Education & Training programmes

- Expand the provisioning of short skills programmes (both accredited and non-accredited) to respond to the skills gaps identified in this strategy;
- Enable the provisioning of short skills programmes (both accredited and non-accredited) that respond to the skills gaps identified in this strategy;
- Expand the provisioning of WBL opportunities to respond to the occupational shortages and skills gaps identified in this strategy;
- Increase enrolments in qualification-based programmes that respond to the occupational shortages identified in this strategy;
- Review and revise E&T qualifications, programmes and curricula to respond to the occupational shortages and skills gaps identified in this strategy; and
- Update the draft CSL and associated regulatory mechanisms.

Dimension 2: Interventions focused on enabling and supporting education-to-work transitions
- Strengthen entrepreneurship development programmes;
- Embed skills planning in economic planning processes and vice versa;
- Facilitate the use of the national PMN in the PSET system; and
- Strengthen the PSET system.

2.8 NQF Act Implementation Evaluation Improvement Plan

The 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 of 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 updated deliverables.

Recommendation	Outputs to achieve the objective	Activity to produce output	Deadline	Target
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 Minister: HESI and DG: HET. It is important to note that for the forum to achieve its goals, it needs to be attended by the right	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	30 March 2024	Amendments to the NQF Act are considered when a review of the System of Collaboration is done.

Recommendation	Outputs to achieve the objective	Activity to produce output	Deadline	Target
policymakers who have the authority to address the complex issues being raised.				
The DHET should clarify and document the role of the NQF Directorate in the policy framework and review its location within the department.	Advice to the Minister clarifying different categories of qualifications in the occupational/ vocational space	SAQA-led QC discussion to clarify quality assurance linked to each type of qualification + criteria that determine which NQF Sub-Framework each qualification type is assigned	30 March 2024	Discussion and clarification re QA and Sub-Framework
SAQA after consultation with the QCs 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	31 March 2024	Guidelines published
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 an online workflow for qualifications and part-qualifications submitted to the QCs for accreditation and to SAQA for registration on the NQF	2023/24 financial year	Online workflow developed and implemented (subject to budget availability)

2.9 Policy Initiatives

SAQA, as 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 (2012);
- Policy and Criteria for the Registration of Qualifications and Part-Qualifications on the National Qualifications Framework, as amended (2022);
- National Policy and Criteria for Designing and Implementing Assessment for NQF Qualifications and Part-Qualifications and Professional Designations in South Africa (2014);
- National Policy and Criteria for the Implementation of the Recognition of Prior Learning, as amended (2019);
- Policy and Criteria for Credit Accumulation and Transfer (CAT) within the National Qualifications Framework (NQF) as amended (2021);
- Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation for the purposes of the National Qualifications Framework Act, Act 67 of 2008, as amended (2020);
- Policy and Criteria for Evaluating Foreign Qualifications within the South African NQF, as amended (2017);
- Addendum on the Recognition of Qualifications of Refugees and Asylum Seekers (2019);
- Draft National Policy on the Misrepresentation of Qualifications (2019);
- NQF Implementation Framework 2020/21-2024/25;
- System of Collaboration 2019; and
- The Articulation Policy for the Post-School Education and Training System of South Africa (2017); and Recognition of Prior Learning (RPL) Coordination Policy (2016).

SAQA reviews its policies periodically to ensure currency and alignment to legislation. In the period 2021/2022, SAQA amended and published its Policy and Criteria for the Registration of Qualifications and Part-Qualifications on the National Qualifications Framework.

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; and

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 at any date prior to this order 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 before 30 June 2016, 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 30 June 2016 and the last date for achievement being 30 June 2019;

(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 committing to a culture of:

- Integrity
- Client Service Excellence
- Transparency
- Excellence and
- Mutual Respect.

7 Updated Situational Analysis

Following the organisational restructuring which was finalised in 2021, SAQA finds itself in a post-disruption period, in which it is contending with the loss of institutional memory and expertise. In response to this reality, SAQA is focusing on rebuilding a strong organizational culture and on having the right people, in the right places throughout the organisation. The restructuring was not without its challenges as SAQA is dealing with service delivery backlogs in its Authentication Services unit which is responsible for the verification of national and the evaluation of foreign qualifications. The backlogs were further exacerbated by an increase in the demand for SAQA's verification and evaluation services following the adjustment of the covid-19 alert levels and the lifting of the National State of Disaster. SAQA continues with work towards clearing this backlog but we

anticipate that these challenges will continue in the short term as Management works on completing the automation of its processes and bringing service delivery online. The automation project aligns with Cabinet's Revised MTSF which focuses on digital platforms that improve service delivery and eliminate blockages. In response to the challenges SAQA has embarked on a series of short and long-term interventions to reduce the backlog, this includes the recruitment of contract staff and well as increasing efforts toward the implementation of the planned automation project which will be rolled-out in a phased approach. Some modules have reached the testing phase.

The 7th Board continues to focus SAQA's efforts on its financial sustainability. SAQA receives 63% of its budget from the fiscus. This means that SAQA must find supplementary ways to raise revenue to build its reserves and ensure that it generates more revenue through its paid services, this runs the risk of distracting SAQA from its mandated functions. The automation of SAQA's processes will assist in generating more revenue, however the funding model requires review. The Board is also considering SAQA's role in the education and training sector and is working on a sharpened and streamlined focus for SAQA. SAQA is coordinating a review of the NQF that will help to engage with questions around relevance and being fit for purpose. The findings of this review and the review of professional bodies, which is occurring simultaneously with inform the development of the new strategic plan.

The NQF Act 2008, as amended, gives SAQA more responsibility and authority regarding its authentication, evaluation, misrepresentation, and coordination responsibilities and strengthens SAQA's ability to carry out its mandate. 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 continue to ensure that it plays a strong leadership role nationally, in SADC, on the African continent and globally as it grows its international footprint.

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; Improved Efficiency; Improved Quality
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; 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 s**implify** the NQF.

b)   The medium- and long-term policy environment

The President signed the NQF Amendment Act in August 2019, and proclaimed it in October 2023. The NQF Amendment Act, No. 12 of 2019 gives SAQA additional responsibilities in terms of verifying national qualifications, reporting, and acting on misrepresented and fraudulent qualifications, and advising the Minister on the Sub-frameworks.

It is anticipated that the NQF Act might change further within this strategic period. 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 DBE, SAQA and the QCs 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 QCs must consider the following actions. SAQA, DHET and the QCs 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)   Emerging priorities and opportunities which will be implemented during the planning period

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

* Implement its **Plan for SAQA's Financial Sustainability**;
* Implement, in its efforts to enhance efficiency, a **plan for automating processes** across SAQA; and
* Prioritise quality qualifications, articulation (including flexible learning pathways, RPL and CAT), aligning NQF legislation and policy, and simplifying the NQF.

7.1 External Environment Analysis

SAQA operates with multiple diverse partners and stakeholders in a challenging environment. A description of the external environment follows.

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

Although SAQA receives 63% of its budget from voted Government funds, it must raise the balance of funds through the provision of paid services. This requirement potentially impacts SAQA's ability to fully deliver on its mandate as the funds generated through paid services are limited. The services offered by SAQA emanate 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-six-year history.

b)   Background information on demand for services and other factors which inform the development of SAQA's 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.

No person may use a professional designation registered by SAQA on its NQF MIS, if s/he is not a member of the respective professional body that registered the designation. SAQA recognises professional bodies for a period of five years. If a recognised professional body no longer complies with SAQA's Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation, the professional body is de-recognised, and its professional designations are de-registered. A recognised professional body, among other criteria, must ensure that it uploads its member's qualification and professional designation records into the National Learners' Records Database (NLRD) managed by SAQA, of all members who achieved its professional designations. The NQF Management Information System (the NQF MIS), comprising: (1) the NLRD (all qualifications and part-qualifications registered on the NQF together with the providers who are accredited/ approved to offer these qualifications, and learner achievements against the qualifications); (2) the registers of recognised professional bodies and their professional designations; (3) the register of foreign qualifications evaluated by SAQA; and (4) the registers of misrepresented and fraudulent qualifications (under development), is a national treasure in that it is the largest and only official database for all records of learning and related information. QCs are expected to load learner records onto the NQF MIS within 30 days of the data being quality assured. All the registers of the NQF MIS (incorporating the NLRD) that meet the requirements of the Protection of Personal Information (POPI) Act, are available to the public through SAQA's Website.

The proposed further amendments to the NQF Act through the NQF Amendment 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 NQF MIS are used to verify national qualification achievements as well as for NQF policy development and implementation, and research and decision-making.

The NQF Act of 2008, as amended, will also provide for the QCs to consult SAQA when the QCs advise the Minister: HESI on matters relating to their NQF Sub-Frameworks. SAQA, as the body responsible for advancing the objectives of the NQF, overseeing the further development and implementation of the NQF, and coordination of the three NQF Sub-Frameworks, embraces this provision. The amendment addresses the current situation whereby the QCs advise the Minister: HESI on their NQF Sub-Frameworks and related matters - independently of SAQA and each other – and where this advice does not necessarily consider its effect across the NQF system. SAQA continues to be responsive and act quickly when the QCs request advice.

SAQA is also mandated to inform the public about the NQF. To this end, SAQA uses its website and social media platforms to communicate with NQF stakeholders and the public in general, over, and above hosting and participating in events, meetings, workshops, and other types of engagements.

c)   **Identifying challenges and providing interventions**

Registration of qualifications: In some instances, lengthy periods are required to register qualifications on the NQF. One of the reasons for the extended time taken in the registration process, is that SAQA does not receive all the required information from the QCs or SAQA receives incorrect information. The root cause of this problem is that SAQA and the QCs use independent systems to carry out their respective roles and tasks in this continuum of work. The DPME's (2018) NQF Act Implementation Evaluation highlighted this problem and recommended remedial action in the NQF Improvement Plan based on the recommendations from the evaluation study. One of the deliverables

in the NQF Improvement Plan is the development and implementation of an end-to-end workflow system that will allow providers to load information once for both the SAQA, DHET and QC parts of the process. This intervention requires additional funding that DHET has committed to securing. Considering SAQA's financial situation, this project will be on hold until the necessary funding becomes available.

Professional bodies: The most significant challenge regarding the professional bodies in the NQF context, is the overlaps and conflicts in the legislation for the professional bodies, and that governing the NQF partners and stakeholders. These challenges arise due to the pre-NQF legislation that governs statutory professional bodies – some of which dates to the 1950s, and which conflicts with or duplicates SAQA and QC functions under the NQF Act. The risk to SAQA is that statutory bodies encroach on the roles of SAQA and the QCs, causing legal challenges, system inefficiency and duplication of work. As a result, SAQA becomes embroiled in unnecessary litigation. One of the recommendations of the DHET with the support of DPME's (2018) NQF Act implementation Evaluation, was for SAQA to analyse the extent of the conflicts and overlaps across the NQF and statutory professional body legislation. This analysis was concluded in 2020, the DHET, SAQA and the QCs engaged around the findings in 2020 and 2021 the recommendations of the analysis affect ten government Ministries and as a result, a memo on the matter has been submitted to Parliament. In addition, acknowledging the time needed to change legislation, the CHE has commenced a system of memoranda of understanding (MoUs) with statutory professional bodies under which these professional bodies carry out their quality assurance role during the qualifications development process. This initiative serves to strengthen the quality of qualifications registered on the NQF and highlights the quality and communication roles that professional bodies play in the NQF context.

The NQF MIS (incorporating the NLRD): The most significant challenge regarding the NQF MIS, while it is already an extensive and comprehensive management information system of multiple databases and registers, is its incomplete or missing datasets in particular sub-sectors and/or aspects. Since the NQF MIS (incorporating the NLRD) is the official management information system of the NQF, it is of critical importance to ensure that it has complete sets of all learner achievements and other data sets required. SAQA will meet this objective if it:

(i)   accommodates all the data subsets and advocates the use of its formats;
(ii)   ensures that the QCs, through their data suppliers, load information onto the NQF MIS; and

encourages the QCs to locate historical records, digitise these records and load them on a timely basis onto the NQF MIS. This digitisation process requires additional resources. Amendments to the NQF Act, once enforced, will support the timeous provision of data to SAQA.

Authentication Services (Incorporating SAQA's qualification achievement verification and evaluation services): While SAQA currently verifies national qualifications and evaluates and verifies foreign qualifications, the NQF Amendment Act is expected to increase the 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 its employee headcounts any further in these areas. It is therefore essential to automate and streamline the processes involved - as far as funding permits - so that these services are offered timeously and in line with service standards.

Under the NQF Amendment Act, the QCs must consult SAQA whenever they advise the Minister on matters relating to their NQF Sub-Frameworks: The QCs do not accept this requirement readily. The QCs reluctance to give up their rights to direct communication with the Minister: Higher Education, Science, and Innovation, could prove challenging. SAQA must strengthen its relationships with the leadership of the QCs and be highly responsive and collaborative when asked to comment on advice for the Minister, including

the QCs in the discussions around any advice that directly impacts their work. Inroads and improved relationships have been noted in this regard, and SAQA intends to continue to develop the SAQA-QC community of practice and trust.

SAQA provides information about the NQF to the public: Covid-19 highlighted the need for online platforms as a means of communication and SAQA has embraced technology to host and participate in online events, workshops, meetings, and the use of social media for information-sharing and the advocacy of the NQF. Based on its successes, SAQA will continue to use these platforms as tools for communication. SAQA is working with the NQF partners and stakeholders to raise awareness of NQF policy, implementation initiatives and services. One challenge is that at times, NQF stakeholder entities convey conflicting messages to the public. The public does not always know about the services available, or trusted information sources, or which NQF entity is responsible for specific services. It is therefore crucial for SAQA to continue to drive and enhance the NQF advocacy and communication strategy and ensure that the NQF partners communicate with one voice. To this end, it is essential that there be one portal with information about all the NQF partners and entities, and some planned joint campaigns. SAQA and the QCs are in discussion about a single portal for 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 and the report circulated to NQF partners in 2018. 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 for 2020/25.

7.2 Internal Environment Analysis

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

SAQA is governed by the SAQA Board comprising sixteen members. The term of the 7th Board commenced on 1st January 2021, with Professor Peliwe Lolwana appointed as the Chairperson.

Functions of the Board and Corporate Governance

According to Section 14 (3) (a) of the NQF Act, the SAQA Board is appointed by the Minister (Higher Education, Science, and Innovation) 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, 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 determines SAQA's strategy and policy. SAQA's management team formulates strategy and makes policy proposals for the Board's consideration and approval. SAQA's management team together with staff 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 non-executive members. Three Board members are the CEOs of the QCs, and one is the CEO of SAQA. At least two 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.

SAQA's capacity to deliver on its mandate

Information and Communications Technology (ICT)

SAQA's 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. SAQA's strategy is to remain current and relevant by employing ICT to streamline processes and to automate where possible. The human and financial resources to implement this strategy fully are lacking. SAQA is currently outsourcing an automation project, with SAQA ICT staff managing the project which is aimed at making SAQA's service delivery units more efficient.

Finance and Administration

SAQA's Finance and Administration Division manages all SAQA's contracts, ensures that staff comply with SCM regulations, financial resources and maintains the building. SAQA fully complies with the PFMA, and its twenty-seven years of consecutive unqualified audit opinions bear testimony to this. SAQA has established a realistic baseline budget in line with the MTEF. In the past, several donor and sponsor provided resource contributions complemented the funds obtained from the fiscus and from SAQA's services.
The primary sources of income currently are:
- Voted funds through the Department of Higher Education and Training; and
- Self-funded projects through paid services and sponsored projects
- Income from passive sources such as rental income and interest income

SAQA owns and operates from an old building that requires significant maintenance. After careful research into the matter, the SAQA Board approved the sale of the building as the space is too big for the new staff complement, face-to-face offices are no longer the most efficient way of working and the budget required for renovations is exorbitant. The Minister: HESI has given approval for the sale of the building and the sale is expected to be concluded in the 2023/24 financial year. SAQA is in the process of agreeing to the sale of building with a suitable building and will potentially move to a new premises should the sale be successful. The DHET baseline allocation over the previous MTEF grew by 8% from 2021/22 financial year to the 2023 /24 financial year from R 82 million rand to R 89 million rand. There was a increase in allocation of 11% from R 81 million to R89 million in 2023/24 financial year.

For the 2024/25 financial year, the baseline allocation has been increased by 4% to R 93 million rand. The baseline allocation represents 63% of the total revenue of SAQA. For the financial stability of the organisation SAQA is improving its systems through the automation project to ensure that more revenue is collected from its paid for services. The organisation is looking for more revenue sources to increase its budget through the review of the current tariffs and fees charge for evaluation and verification services. The organisation is expecting a steady increase in revenue for the outer years and projects an average increase of about 4% from all revenue sources over the MTEF. Projected revenue for 2024/25 and projections for the MTEF outer years are depicted in Figure 1 below:

Figure 1: Revenue Estimates

| Revenue | 2023/24 | Medium-term estimates | | |
		2024/25	2025/26	2026/27
Government Grant	89 234	93 242	97 317	101 771
Foreign Evaluation Fees	26 336	27 600	28 704	30 006
Verification Fees	14 918	15 634	16 259	16 910
Professional body Fees	4 637	6 956	7 234	7 523
Interest Received	3 810	3 992	4 152	4 318
Sundry Income	4349	366	380	396
Total	**143 284**	**147 790**	**154 046**	**160 924**

The expenditure estimates as shown on Figure 2 below were projected with the assumption that all income revenue would be realised in full. The compensation budget is expected to steadily grow over the MTEF. The organisation expects to fill all vacant positions during the 2024/25 financial year. The compensation budget is maintained at a ratio of 58% to total budget over the MTEF. There is a 14% projected increase in goods and services in the 2024/25 financial year as there is an anticipated increase in ICT services as the organisation implements its new ICT strategy to ensure that the ICT environment is enhanced. Any unexpected increases in expenditure are covered by realized surpluses which will have to be approved by National Treasury.

In terms of capital expenditure there is a minimal decrease for the 2024/25 financial year as the automation project is expected to be completed and due to the pending sale, building related acquisitions have been postponed. Although there is an expected sale of the SAQA office building and possible acquisition of a new building, these have not been factored in the budget estimates for both revenue and expenditure and the transaction once it materializes will be accounted for as an extra-ordinary event.

Figure 2: Expenditure estimates per programme

	2023/24	MTEF Budget Estimates		
	Budget	2024/2025	2025/2026	2026/2027
Programmes	R'000	R'000	R'000	R'000
1. Administration	73 727	69 406	72 587	75 223
2. Registration and Recognition	11 510	8 480	8 819	9 172
3. ICT and NQF MIS	23 131	33 948	35 246	37 639
4. Authentication and Ratification Services	26 641	30 219	31 428	32 685
5. Research	8 275	5 737	5 966	6 205
TOTAL	143 284	147 790	154 046	160 924

Expenditure estimates per classification

	2023/24	MTEF Budget Estimates		
	Budget	2024/2025	2025/2026	2026/2027
Classification	R'000	R'000	R'000	R'000
Compensation	81 018	86 240	89 691	93 277
Goods and services	49 526	56 272	58 927	61 015
Capital expenditure	12 740	5 278	5 428	6 632
TOTAL	143 284	147 790	154 046	160 924

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 (1) Office of the CEO, which includes Governance, Risk, Legal & Compliance; Strategy, Reporting & Performance Monitoring and Evaluation, and People Management; (2) Finance and Administration and (3) Stakeholders and Communications. The purpose of Programme 1 is to support the operations of SAQA. Together these activities ensure SAQA financial sustainability; provide human resource support; performs the governance, risk, and mandatory reporting functions; promotes SAQA and the NQF through various 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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	SAQA participated in the UNESCO Flexible Learning Pathways project	Achieved. Identified and implemented two initiatives to promote the SA NQF	Target exceeded. 9 initiatives to promote the SA NQF. These included: These initiatives included collaborations with the German Academic Exchange Services (DAAD); and the African Continental; Qualifications	Identified and implement two initiatives to promote the SA NQF	Collaborate with two stakeholders on matters of mutual interest	Collaborate with two stakeholders on matters of mutual interest	

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	*2021/22*	*2022/23*	*2023/24*	*2024/25*	*2025/26*	*2026/27*
					Framework (ACQF)				
	Sharing of national and international trends and best practices with stakeholders	2. Informed stakeholders	Exceeded target. Developed a paper "Case Study of Flexible Learning Pathways in South Africa", for inclusion in UNESCO's book on flexible learning pathways	Achieved. Identified and implemented two initiatives to share national and international best practice with stakeholders	Achieved. Identified and implemented three initiatives to share national and international best practice with NQF stakeholders in South Africa	Identified and implemented one initiative to promote best practice.	Identify and implement one initiative to promote best practice.	Identify and implement one initiative to promote best practice.	

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			The paper is entitled " National Qualifications Framework (NQF) Policy Framework for Flexible Learning Pathways (FLPs) in Post-School Education and Training (PSET) in South Africa" Produced a paper on foreign school leaving qualifications						

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			in SADC and distributed it to the NQF Family through the CEO Committee SAQA hosted four webinars to inform stakeholders about the NQF						
	Implementation of the Addis Convention	3. Recognition of international studies	Achieved Developed a plan for SAQA to implement the Addis Convention		Achieved. Year one of WES/SAQA pilot project was implemented.	Rolled out a second phase of the Refugee Pilot project	Track and report on the implementation of the Addis Convention implementation plan	Develop a final report on the key learning of the implementation of the Addis Convention plan, with specific recommendations	

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Visionary and influential leadership that drives a clear, evidence-based NQF Agenda	Strengthened System of Collaboration and NQF structures	4. An effective System of Collaboration and NQF structures	Assessed the effectiveness of the System of Collaboration Produced a report and sent the Board-approved report to the Minister: HESI	Achieved. Reported on the effectiveness of the System of Collaboration	Achieved. Reported on the effectiveness of the System of Collaboration The SAQA Board approved the report for submission to the Minister: HESI	Reported on the effectiveness of the System of Collaboration			
	Implementation of the closure of transitional arrangements	5.Compliance with the requirement	Completed ahead of schedule						

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	from the SAQA Act to the NQF Act	s of the NQF Act	In addition to the progress report, SAQA provided advice to the Minister on ending the transitional arrangements						
Visionary and influential leadership that drives a clear, evidence-based NQF Agenda	Advice to the Executive Authority on NQF matters, including the alignment of relevant Laws	6. Evidence of advice provided to the Executive Authority	Achieved. The SAQA Board did not have any new advice for the Minister, but the Board followed up on the advice sent to the	Achieved. SAQA advised the Minister: HESI on the following: *Determination of the Sub-Frameworks; * Ending the transitional arrangements from the	Achieved. Provided advice to the Minister on the Ministerial Determination in Terms of section 74 of The Higher Education Act	Achieved. Advised the Executive Authority on NQF matters as required			

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			Minister: HESI in December 2020	SAQA Act to the NQF Act; and *The Matriculation Board function The Board approved advice to the Minister to publish data regulations for submission of information to the NLRD; however DHET advised SAQA not to send the					

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				advice until the President had proclaimed the NQF Amendment Act, 2019					
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	7. SAQA's structure is aligned to deliver on its strategy	Reviewed and re-designed the organisational structure. After a series of consultations, the 6th Board approved the proposed macro-structure and the 7th Board approved the	Achieved Implemented the new structure Completed two independent monitoring & evaluation exercises and used the results to make adjustments					

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			micro-structure for implementation	to the structure The SAQA Board approved the current structure					
	Staff capacity building programmes	8. Implemented Staff capacity building programmes	Every staff member participated in at least two learning interventions Recorded activities for 22 learning interventions	Achieved Each staff member attended at least two learning interventions during the financial year	Every staff member had at least two learning interventions during 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	Every staff member has at least two learning interventions per year

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			SAQA sponsored two (2) employees to study towards their formal qualifications						

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
1.Prominent national, regional and global standing	Collaborate with two stakeholders on matters of mutual interest		Identify areas of collaboration	Identify and initiate collaboration with two stakeholders	Implement the collaboration

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
2. Informed stakeholders	Identify and implement one initiative to promote best practices.		Identify opportunity and relevant stakeholders in SADC	Engage and consult with stakeholders in SADC.	Report on agreed recommendations
3. Recognition of international studies	Track and report on the implementation of the Addis Convention implementation plan	Document and report on the activities initiated/completed	Document and report on the activities initiated/completed	Document and report on the activities initiated/completed. Scale this to regional/pan African and global platforms	Submit the final report of completed initiatives to the CEO Committee
8. Implemented Staff capacity building programmes.	Every staff member has at least two learning interventions per year	Plan, with the assistance of Unit managers for learning for the second and third quarters.	Record learning and development activities for the second quarter.	Record learning and development activities for the third quarter and confirm that all staff participated in at least two learning & development activities.	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 Business Development sub-unit is responsible for working with international partners on matters concerning qualifications frameworks and sharing best practice with stakeholders. The Office of the CEO is also 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 Office of the CEO is also responsible for governance, risk, compliance and legal.

The CEO's Office contributes to two of the five Outcomes.

Changes to MTEF Targets:

Target 1: In 2024/25 reformulated to make the target more meaningful and to better align with the output indicator.

Target 2: SAQA changed the 2023/24, 2024/25 targets with the aim of having more streamlined and targeted stakeholder engagements that will be used to review learnings and identify ways to scale up. This will result in more coordinated and deeper impact.

Target 3: SAQA changed the targets for 2023/24 and 24/25 to reflect the progress made towards achieving this target.

Its five-year focus is on:

- Growing its national, regional and global standing;

- Having well-informed national stakeholders; and

- Implementing the Addis Convention.

8.1.2 Finance and Administration

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Competent and capable team, dedicated and resourced to further develop and maintain the NQF	Alternative revenue streams to support the work of SAQA	9. Sufficient revenue to support SAQA's work	Developed a strategy to secure alternative funding

The Board approved the proposed strategy | Achieved.

Implemented a plan for alternate funding | Achieved. Continued to implement the plan to generate funds through alternate revenue streams | Reviewed and continue to implement strategies to generate funds through alternate revenue streams | Review and continue to implement strategies to generate funds through supplementary revenue streams | Review and continue to implement strategies to generate funds through supplementary revenue streams | Review and continue to implement strategies to generate funds through supplementary revenue streams |
| | Good governance in financial matters | 10.Unqualified Audit opinion | | | | Unqualified Audit opinion | Unqualified Audit opinion for the preceding year | Unqualified Audit opinion for the preceding year | Unqualified Audit opinion for the preceding year |

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
9. Sufficient revenue to support SAQA's work	Review and continue to implement strategies to generate funds through supplementary revenue streams				Report on implementation and financial gains through supplementary revenue streams
10. Unqualified Audit opinion	Unqualified audit opinion for the preceding year.		Report on audit opinion from the preceding financial year		

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 and Administration 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 and managing the relevant service providers.

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

8.1.3 Communications

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Visionary and influential leadership that drives a clear, evidence-based NQF Agenda	The NQF explained simply (Simplification)	11. Stakeholders access simplified information about the NQF	SAQA hosted four webinars focusing on the NQF and two social media campaigns Followers made **2 151 015** impressions on SAQA's social media platforms and website	Achieved Implemented four online campaigns aimed at informing the public about the NQF 1st campaign: targeted the youth during Youth month 2nd campaign: was about SAQA's 25th birthday #SAQA25	Achieved. Implemented four online campaigns aimed at informing the public about the NQF 1st campaign focused on role of Quality Councils in the NQF Landscape 2nd campaign was on the Verifications Process	Implemented four online campaigns aimed at informing the public about the NQF	Implement four campaigns including informing the public about the NQF	Implement four campaigns including informing the public about the NQF	Implement four campaigns including informing the public about the NQF

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				3rd campaign: SAQA Annual Integrated Report (AIR) social media engagement campaign 4th campaign: Isikolosiphumile – a TikTok video about registered qualifications in both English and siSwati We also hosted a stakeholder	3rd campaign focused on the importance of enrolling for registered qualifications. 4th campaign was an extension of Iskolosiphumile. The campaign highlighted the importance of registered qualifications and				

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				webinar on the NQF and 4IR Members of the public left 2 242 471 impressions on SAQA's website and social media platforms	accredited institutions.				

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	*2nd*	*3rd*	*4th*
11. Stakeholders access simplified information about the NQF	Implement four campaigns including informing the public about the NQF.	Implement the first campaign.	Implement the second campaign.	Implement the third campaign.	Implement the fourth campaign.

Explanation of Planned Performance over the Medium-Term Period

Target 11 was changed in the APP 2024/25 to reflect progress made in the target as well as a desire to expand the reach of SAQA's campaigns beyond social media platforms.

PROGRAMME RESOURCE CONSIDERATIONS

Programme 1: Administration

Programmes	2023/24	MTEF Budget Estimates		
		2024/2025	2025/2026	2026/2027
	Budget			
	R'000	R'000	R'000	R'000
Compensation	29 643	34 998	36 400	37 855

Goods and services	31 344	33 608	35 356	36 503
Capital expenditure	12 740	800	831	865
TOTAL	**73 727**	**69 406**	**72 587**	**75 223**

Contribution of resources towards the achievement of outputs

The resources allocated to Programme 1 (Administration) will be utilised mainly to fund the day-to-day general administrative expenditure for centralised services such as Finance and SCM services, building and facilities management, legal costs, human resources expenditure and other professional and technical services . Included in the budget for Programme 1 is the compensation expenditure for the support services staff (CEO's Office, COO Office, Legal, Communications, Finance and SCM, People management and Governance)

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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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 all qualifications recommended by QCs that met all SAQA's criteria, within four months of submission Processed 287 qualifications for registration on the NQF Registered in 1 month: 65% Registered in 2 months: 10%	Not Achieved Did not register all qualifications recommended by QCs that met all SAQA's criteria, within four months of submission. Registered 253 qualifications on the NQF: Registered in 1	Registered 326 qualifications recommended by the QCs for registration within three months. R&R registers about 50% qualifications in two months and less.	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 70 working days of submission.	Register qualifications recommended by QCs that meet all SAQA's criteria within 70 working days of submission.	Register qualifications recommended by QCs that meet all SAQA's criteria within 70 working days of submission.

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			Registered in 3 months: 5% Registered in 4 months: 20%	month: 9.0% (23) Registered in 2 months: 41% (104) Registered in 3 months: 36% (92) Registered in 4 months: 12% (31) Non-achieved 1% (3)					

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	*2021/22*	*2022/23*	*2023/24*	*2024/25*	*2025/26*	*2026/27*
	Reduced proliferation of qualifications registered on the NQF (Simplified NQF)	13. Increased number of national qualifications and part-qualifications registered on the NQF			Produced a concept paper on the registration of national qualifications on the NQF in consultation with the 3 QCs and DHET	Finalised concept paper and commence review of Policy and Criteria for the Registration of Qualifications and Part-Qualifications on the NQF if necessary			
Well-articulated quality-assured-qualifications and relevant professional designations that instil trust and meet the	Registered qualifications that articulate across Sub-Frameworks (Simplified NQF)	14. Increased number of qualifications that articulate across Sub-Frameworks	Identified qualifications with no articulation pathways and requested missing information from the QCs	Achieved All information provided by the QCs have been updated on the system Tracking grid on qualifications with outstanding					

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
needs of the people			Updated the records of qualifications on the NLRD where QCs had provided information	pathways is up to date SAQA did not receive any further updates during the year The CHE requested SAQA to extend the registration date of 7 000 qualifications to allow for the revision of all CHE qualifications,					

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				which includes the 6 outstanding qualifications on the Tracking Grid The QCTO indicated that it is in the process of reviewing all qualifications to be aligned to the revised OQSF Policy as well as the Ministerial Determination of 24 December					

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				2020, which includes all outstanding qualifications on the Tracking Grid					
	A refined understanding of a professional body and its value-add in the NQF landscape (Simplified NQF)	15. A clearly defined role of a professional body	Conducted research on the roles of statutory and non-statutory professional bodies and produced a research document outlining these roles	Achieved.

The SAQA Board approved the SAQA Professional Body Model derived from the findings of the research report

This model will provide a foundation | Achieved. Used the research findings to amend the Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation if required. SAQA Board approved the amended policy. | | | | |

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
				for working with statutory and non-statutory professional bodies					

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
12. Streamlined processes and improved turnaround times	Register qualifications recommended by QCs that meet all SAQA's criteria within 70 working days 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.

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 QCs to recommend national qualifications instead of provider qualifications; and

- Automate and streamline processes for efficient, professional body recognition and monitoring.

Changes to MTEF Targets:

Targe 12: SAQA changed the formulation of the target in 2024/25 to more accurately reflect the operational realities of the registration of qualifications.

Target 13: SAQA deleted the target for 2024/25 . Following the finalization of a concept paper on the registration of national qualifications on the NQF in consultation with the 3 QCs and DHET it was not deemed necessary to amend the Policy and Criteria for the Registration following the approval of the document.

PROGRAMME RESOURCE CONSIDERATIONS

Programme 2: Registration and Recognition

		MTEF Budget Estimates		
	2023/24	2024/2025	2025/2026	2026/2027
Programmes	**Budget**	**R'000**	**R'000**	**R'000**

	R'000			
Compensation	10 710	7 112	7 396	7 692
Goods and services	800	1 368	1 423	1 480
TOTAL	**11 510**	**8 480**	**8 819**	**9 172**

Contribution of resources towards the achievement of outputs

This programme budget is mainly for compensation of employees as the programme is an income generating unit. The goods and services budget is mainly spent on workshops, consumables as well as travel and subsistence.

8.3 Programme 3: ICT and NQF MIS

This programme covers the work of the ICT unit and the NQF MIS sub-unit incorporating 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Stakeholders and role-	3 NLRD Registers	16. Efficient electronic	Developed a separate	Achieved					

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
players who are aligned to deliver on the NQF		processes across SAQA	register for Professional designations

Developed registers in-house for the Misrepresented Qualifications and Fraudulent Qualifications, but it was not fit for purpose | Completed the development of the electronic Registers for misrepresented qualifications and fraudulent qualifications as part of the NQF MIS

incorporating the NLRD | | | | | |
| | A workflow system for the evaluation of foreign qualifications | | This project did not proceed due to the lack of funding | | Achieved. Developed an end-to-end electronic system for the evaluation of | Tested and implemented the pilot end-to-end electronic system for the evaluation of | Implement an end-to-end electronic system for the evaluation of Foreign Qualifications . | | |

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	*2021/22*	*2022/23*	*2023/24*	*2024/25*	*2025/26*	*2026/27*
					foreign qualifications	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 in collaboration with the CHE The development of the workflow is in progress			Tested and piloted a workflow tracking system for qualifications and part-qualifications	Implement a workflow tracking system for qualifications and part-qualifications		

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	*2nd*	*3rd*	*4th*
16. Efficient electronic processes across SAQA	Implement an end-to-end electronic system for the evaluation of foreign qualifications	Development of additional functionalities for Foreign Qualifications	Testing functionalities for Foreign Qualifications	Pilot launch of Foreign Qualifications	Implement end-to-end system
17. Integrated Tracking System for qualifications and part-qualifications	Implement a workflow tracking system for qualifications and part-qualifications	Gather requirements for tracking system	Development of the functionalities for tracking system	Testing of functionalities for tracking system	Implement workflow tracking system.

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		
			2020/21	*2021/22*	*2022/23*	*2023/24*	*2024/25*	*2025/26*	*2026/27*
Well-articulated quality-	NQF MIS (comprising the NLRD)	18. Access and use of MIS	Revamped the website, making it easier			Made the public information	Make public information on the NQF MIS		

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
assured-qualifications and relevant professional designations that instil trust and meet the needs of the people	information for informed decision making	(comprising the NLRD) information	to gain access to the NLRD databases, but did not revamp the databases			on the NQF MIS (comprising the NLRD) easily accessible and usable by all stakeholders	(comprising the NLRD) easily accessible and usable by all stakeholders		
Stakeholders and role-players who are aligned to deliver on the NQF	Legacy learner achievement records on NQF MIS (comprising the NLRD)	19. Percentage completeness of legacy learner achievement data on NQF MIS				Identified institutions with legacy data and organise the procuring of legacy achievement data	Target institutions with data gaps and report on the progress made with closing the data gaps.		

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		(comprising the NLRD)			Developed a funding proposal for the digitisation of legacy achievement records	Sought funding for the digitisation of legacy achievement records			
	Current learner achievement records on the NQF MIS (comprising the NLRD)	20. Learner achievement records loaded by QCs			Ensured that QCs load learner achievement records on the NQF MIS (comprising the NLRD)	Ensured that QCs load learner achievement records on the NQF MIS (comprising the NLRD)	Ensure that QCs load learner achievement records on the NQF MIS (comprising the NLRD)	Ensure that QCs load learner achievement records on the NQF MIS (comprising the NLRD)	
	Professional designations on the NQF MIS	21. Percentage completeness of learner achievement data from	All recognised professional bodies loaded professional designation achievements	Not achieved 96 of the 100 recognised professional	All recognised professional bodies loaded professional	Recognised professional bodies loaded professional designation	Recognised professional bodies load professional designation achievements	Recognised professional bodies load professional designation achievement	

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	*2021/22*	*2022/23*	*2023/24*	*2024/25*	*2025/26*	*2026/27*
	(comprising the NLRD)	professional bodies on the NQF MIS (comprising the NLRD)	that meet the requirements, on the NLRD	bodies loaded data during the 2021/22 financial year	designation achievements that meet the requirements, on the NQF MIS (comprising the NLRD)	achievements that meet the requirements, on the NQF MIS (comprising the NLRD)	that meet the requirements, on the NQF MIS (comprising the NLRD)	s that meet the requirements, on the NQF MIS (comprising the NLRD)	
	Registers of Misrepresented and Fraudulent Qualifications	22. Updated Registers of Misrepresented and Fraudulent Qualifications	Developed the Policy on the Misrepresentation of Qualifications the Board approved the Policy in December 2020		Target not achieved. Minister has not proclaimed the NQF Amendment Act, 2019.		Finalise the Policy on the Misrepresentation of Qualifications		

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			Updated List of Misrepresented Qualifications	Achieved Target Updated the List of Misrepresented qualifications	Achieved. Updated the Register of Misrepresented Qualifications	Updated the Register of Misrepresented Qualifications	Update the Register of Misrepresented Qualifications	Update the Register of Misrepresented Qualifications	
Visionary and influential leadership that drives a clear, evidence-based NQF Agenda	A growing number of learner achievements on the NLRD	23. An increasing number of learners with achievements recorded on the NLRD	The NLRD contains **17 918 214** qualification achievements **1 191 266** professional designation awards and **113 886 076** part-	Achieved The NQF MIS incorporating the NLRD contained 21 365 389 learners with achievements	Achieved. Ensured that the NQF MIS incorporating the NLRD contained 22 000 000 learners with achievements	Ensure that the NQF MIS incorporating the NLRD contains 23 000 000 learners with achievements	Ensure that the NQF MIS incorporating the NLRD contains 24 000 000 learners with achievements	Ensure that the NQF MIS incorporating the NLRD contains 25 000 000 learners with achievements	Ensure that the NQF MIS incorporating the NLRD contains 26 000 000 learners with achievements

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			qualification achievements The total number of unique learners' records is **20 555 731**						

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
18. Access and use of MIS (comprising the NLRD) information	Make public information on the NQF MIS (comprising the NLRD) easily	Extract and transform information on the	Extract and transform information on the	Extract and transform information on the	Manage information on the NLRD to the website administrator

Output Indicator	Annual target	Quarterly targets			
		1st	*2nd*	*3rd*	*4th*
	accessible and usable by all stakeholders	NLRD to the website administrator	NLRD to the website administrator	NLRD to the website administrator	
19. Percentage completeness of legacy learner achievement data on NQF MIS (comprising the NLRD	Target institutions with data gaps and report on the progress made with closing the data gaps.	Report on the progress made with closing data gaps.	Report on the progress made with closing data gaps.	Report on the progress made with closing data gaps	Report on the progress made with closing data gaps.
20. Learner achievement records loaded by QCs	Ensure that QCs load learner achievement records on the NQF MIS (comprising the NLRD)		Manage the bi-annual upload of learner achievement records.		Manage the bi-annual upload of learner achievement records.
21. Percentage completeness of learner achievement data from professional bodies on the NQF MIS	Recognised professional bodies load professional designation achievements that meet the requirements, on the	Manage the quarterly upload of professional body data	Manage the quarterly upload of professional body data	Manage the quarterly upload of professional body data	Manage the quarterly upload of professional body data

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
(comprising the NLRD)	NQF MIS (comprising the NLRD)				
22a Updated Registers of Misrepresented and Fraudulent Qualifications	Finalise the Policy on the Misrepresentation of Qualifications	Establish a panel with representatives from the QCs and the departments to review the current policy	Review and draft the policy	Finalise the policy	Get board approval
22b. 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
23. An increasing number of learners with achievements recorded on the NLRD.	Ensure that the NQF MIS incorporating the NLRD contains 24 000 000 learners with achievements.	Record the number of learners and achievements loaded for the first Quarter.	Record the number of learners and achievements loaded for the second quarter.	Record the number of learners and achievements loaded for the third quarter.	Record the number of learners and achievements loaded for the fourth quarter.

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.

Changes to MTEF Targets:

Target 16 and 17. SAQA's automation has been prioritized for the service delivery units which has resulted in then implementation of automation for the end-to-end electronic system being brought forward. In addition, a workflow system for qualifications and part-qualifications was added for the 2023/24 and 2024/25 financial years.

RESOURCE CONSIDERATIONS

Programme 3: ICT and NQF MIS

Classification	2023/24	MTEF Budget Estimates		
		2024/2025	2025/2026	2026/2027
	Budget			
	R'000	R'000	R'000	R'000
Compensation	12 282	11 451	11 909	12 385
Goods and services	10 849	18 019	18 740	19 487
Capital expenditure	-	4 478	4 597	5 767
TOTAL	**23 131**	**33 948**	**35 246**	**37 639**

Contribution of resources towards the achievement of outputs

The programme oversees all the ICT infrastructure of the organisation and is responsible for spearheading SAQA into the 4th industrial revolution. The major costs for the programme are software

licence fees, IT security and maintenance, ICT resources, networking, connectivity as well as applications development. This Programme is strategic to the organisation and is central to the successful completion of the

SAQA automation project. The programme is also responsible for the maintenance and enhancement of all SAQA databases, the major one being the NLRD the key asset for the organisation.

8.4 Programme 4: Authentication & Ratification Services

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
A dynamic NQF that is responsive, adapts to, and support the changing needs of life-long learning	A foreign qualifications evaluation and advisory service that meets changing learner and worker needs	24. Articulation from foreign systems into South Africa takes place		Not achieved Did not complete all compliant applications received for the evaluation of foreign qualifications within 3 months	Not achieved Did not complete all applications received for the evaluation of foreign qualifications within 3 months	Requested from foreign partners, Verification confirmations for all compliant applications received for the evaluation of foreign qualifications within 60 Working days	Request verification for 80% of compliant qualification applications from foreign institutions within 60 working days	Request verification for 80% of compliant qualification applications from foreign institutions within 60 working days	

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		25. The evaluation criteria align with the current legislative and policy context	Considered the implications of the NQF Amendment Act and reviewed the policy and criteria for evaluating foreign qualifications pending the proclamation of the Amendment Act						
Well-articulated quality-assured-	A trusted qualification verification process	26. A Verification service used by		Did not complete all applications received for	Not achieved Did not complete all compliant	Completed of all compliant verification requests	Complete 80% compliant verification	Complete 90% of compliant verification	

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
qualifications and relevant professional designations that instil trust and meet the needs of the people		employers, institutions and individuals		the verification of national qualifications within 20 working days	verification requests received for the verification of South African qualifications within 25 working days	received for the verification of South African qualifications within 25 working days	requests received for the verification of South African qualifications found on the NLRD within 25 working days	requests received for the verification of South African qualifications found on the NLRD within 25 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	24. Request verification for 80% of compliant qualification applications from foreign institutions	Request verification for 80% of compliant qualification applications from foreign institutions	Request verification for 80% of compliant qualification applications from foreign institutions	Request verification for 80% of compliant qualification applications from foreign institutions	Request verification for 80% of compliant qualification applications from foreign institutions

Output Indicator	Annual target	Quarterly targets			
		1st	*2nd*	*3rd*	*4th*
	within 60 working days	within 60 working days	within 60 working days	within 60 working days	within 60 working days
A Verification service used by employers, institutions and individuals	26. Complete 80% of compliant verification requests received for the verification of South African qualifications within 25 working days	Complete 80% of compliant verification requests received for the verification of South African qualifications within 25 working days	Complete 80% of compliant verification requests received for the verification of South African qualifications within 25 working days	Complete 80% of compliant verification requests received for the verification of South African qualifications within 25 working days	Complete 80% of compliant verification requests received for the verification of South African qualifications within 25 working days

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 South African qualifications and evaluating foreign qualifications. It also locates foreign qualifications on the SA NQF by comparing them to the relevant national qualifications. This Unit must ensure that it streamlines its processes where possible so that it can reduce the time that it takes to process applications and verification requests. This unit's success in meeting turnaround times and servicing clients rely heavily on its processes being automated. The longer SAQA takes to introduce automation into this unit, the more public dissatisfaction with SAQA grows.

Changes to MTEF Targets:

Target 24: Has been amended in the MTEF to reflect the operational realties of achieving the target.

RESOURCE CONSIDERATIONS

Programme 4: Authentication and Ratification Services

Classification	2023/24	MTEF Budget Estimates		
		2024/2025	2025/2026	2026/2027
	Budget			
	R'000	R'000	R'000	R'000
Compensation	22 848	27 444	28 542	29 683
Goods and services	3 793	2 775	2 886	3 002
TOTAL	26 641	30 219	31 428	32 685

This programme is a key contributor to the revenue generation of SAQA through the national verification and the foreign qualifications evaluations. This contributes about 29% of the total revenue of the organisation. Major expenditure items are mainly compensation of employees and consultants as well as general consumables.

8.5 Programme 5: Research

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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	27. Number of policies reviewed	Reviewed and amended the CAT Policy

Reviewed and amended the Policy & Criteria for Recognising a Professional Body and Registering a Professional Designation

The Board approved both policies | Achieved

Reviewed the Policy and Criteria for Registering Qualifications and Part-Qualifications on the NQF

The approved Policy is available on SAQA's website | Target achieved

Reviewed and amended the policy and criteria for recognising a professional body and registering a professional designation for the purpose of the NQF | Reviewed one NQF policy | Review one NQF policy | | |

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Implemented Policies	28. The implementation of amended Policies is monitored				Hosted one SAQA-QC engagement towards reporting on the implementation of one revised policy	Host one SAQA-QC engagement towards reporting on the implementation of revised policies		
	Research on the implementation of the NQF	29. Findings and recommendations of NQF-related research	Produced a progress report on the 2021 NQF Impact Study	Achieved Produced the draft 2021 NQF Impact Study Report	Target achieved Produced final 2021 NQF Impact Study Report			Conceptualize the 2028 NQF Impact Study	
			Compiled specifications for a new research and development partnership		Provided a progress report on work done with research partner(s)				

Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Medium-Term Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Well-articulated quality-assured-qualifications and relevant professional designations that instil trust and meet the needs of the people	Coordinated Articulation, CAT and RPL initiatives	30.Record of Articulation initiatives	Provided the Minister with a report on progress made by SAQA and the QCs in implementing the Articulation Policy

After Board approval | Achieved

Collated report on the progress made on implementing the Articulation Policy for 2021/22

The Board approved the report for submission to the Minister | Target achieved.

Provided the Minister with a report on progress made by SAQA and the QCs in implementing the Articulation Policy | | | | |

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Quarterly targets			
		1st	2nd	3rd	4th
27. Number of policies reviewed	Review one NQF policy				One revised policy approved by the Board
28. The implementation of amended Policies is monitored	Host one SAQA-QC engagement towards reporting on the implementation of revised policies			Host one SAQA-QC engagement towards reporting on the implementation of one revised policy	CEO approved Report on the implementation of the amended NQF Policies

Explanation of Planned Performance over the Medium-Term Period

The Research Unit leads two of the five Outcomes and contributes to the remaining three Outcomes in this set. The Research Unit also contributes to other SAQA Outcomes as needed (e.g. through concept papers, NQF policy development and implementation, publications, events, sharing documenting and sharing good NQF practice, providing leadership in NQF stakeholder implementation of NQF policies, and others).

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 and continuing new research partnership work;

- Reporting on progress made with implementing the Articulation Policy; and

- Monitoring the implementation of the amended Policies.

Changes to MTEF Targets:

Target 27: The 2023/24 target was changed to have more targeted meaningful engagement around implemented policies with the NQF family.

Target 28: The 2024/25 was added to ensure the achievement of the five-year target outlined in the Strategic Plan.

Target 30: The target for 2023/24 and 2024/25 was removed because it was deemed to be too operational. The report will continue to be submitted to the Minister as required.

Programme Recourse Considerations

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

Programme 5: Research

		MTEF Budget Estimates		
	2023/24	2024/2025	2025/2026	2026/2027
	Budget			
Classification	R'000	R'000	R'000	R'000
Compensation	5 535	5 235	5 444	5 662
Goods and services	2 740	502	522	543
TOTAL	8 275	5 737	5 966	6 205

Contribution of resources towards the achievement of outputs

This Programme has seen a significant increase in the budget allocation as more research projects are planned to ensure that SAQA policy proposals have the desired impact. The major costs driving this programme is compensation and research consultants/partners as well as printing and consumables.

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. Lobby DHET to strengthen the NQF Act to clearly define the roles and responsibilities of SAQA, DHET and the QCs. ❋ 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 further amend the NQF Act, 2008 as amended.
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 Act, 2008 as amended. ❋ Strengthen SAQA's role through amendments to the NQF Act so that SAQA has 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 NQF MIS (comprising the NLRD) does not contain all learner achievement records.	❋ Report institutions and providers who offer unregistered qualifications (supported by the NQF Amendment Act).

Outcome	Key Risk	Risk Mitigation
	⏱ Qualifications are no longer recognised internationally. ⏱ The NQF MIS (comprising the NLRD) contains "dirty data."	❋ Put strategies in place to ensure that providers load learner records timeously on the NQF MIS (comprising the NLRD) and that old learner achievement records are digitised and loaded on the NQF MIS (comprising 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 NQF MIS (comprising 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 staff retire or leave ⏱ SAQA's new streamlined structure does not support service delivery	❋ Ensure continuous learning and development of staff ❋ Implement SAQA's policy on Appreciation and Recognition ❋ Make learning and development central to SAQA's culture ❋ Automate processes and upskill staff
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 and common platforms for communication with stakeholders

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	The purpose of this indicator is to collaborate with national, regional, or global stakeholders to promote the SA NQF.
Source of Data	Evidence of participation in national and international initiatives
Method of calculation/assessment	SAQA will engage in national and international initiatives to promote the SA NQF. These activities include strategic engagements led by the CEO Office. These include initiatives such as Recognition of qualifications, implementation of the ACQF, the Referencing project and Mutual Recognition of Qualifications (MRQ). These engagements will take the form of implementation reports and recommendations. The SAQA CEO and senior management will promote the learning from these initiatives through presentations, workshops, podcasts, webinars, and developing papers, articles and thought pieces. The evidence of these initiatives would include reports, invitations and the content presented at various platforms.
Assumptions	SAQA will continue to participate in national and international events and 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	Chief Executive Officer (CEO)

Indicator Title	2. Informed stakeholders
Definition	The purpose of this indicator is to identify and implement at least one initiative to share and promote national and international best practice with stakeholders.

Source of Data	SAQA-hosted event (webinar, workshop, etc) or publication.
Method of calculation/assessment	SAQA invitation, agenda/ programme, evidence of presentations/ discussion, attendance register, possible outputs, if any
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: Communications

Indicator Title	3. Recognition of international studies
Definition	The President ratified the Addis Convention in 2019 and deposited the instrument with UNESCO. SAQA must be ready to implement the Addis Convention as soon as DHET finalises the Implementation Plan for the Addis Convention as well as provides adequate resources for the implementation. The purpose of this indicator is for SAQA to continue to implement the various relevant clauses of the Addis Convention in partnership with various stakeholders. A key area of implementation during the 5-year period will be the implementation of the refugee project as well as further development of recognition of qualifications
Source of Data	Evidence will include a CEO approved report for implementation of the Addis Convention as well as reports of implementation and recommendations. Also included would be presentations made at various platforms both nationally and internationally.
Method of calculation/assessment	SAQA's report will serve as evidence of implementing the Addis Convention
Assumptions	DHET will provide feedback to the draft Implementation Plan for the Addis Convention that was jointly developed with SAQA. A key element would be to ensure that adequate funding is available for the implementation
Disaggregation of beneficiaries (where applicable)	Learners from across the African continent as well as globally

Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	The actual performance should equal the expected performance
Indicator responsibility	Manager: Business Development & Stakeholders

Indicator Title	8. Implemented staff capacity building programmes
Definition	People (human resources) 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. SAQA aims to make learning and development central to everything that it does. This approach would support a matrix structure and ensure a pipeline for succession planning. The purpose of this indicator is for every staff member to have attended at least two learning interventions per year
Source of Data	Records of formal learning interventions managed by People Management
Method of calculation/assessment	People Management records each staff member's learning and development initiatives on an L&D tracking grid. At the end of the year, they analyse the information to confirm that all staff members engaged in at least two learning 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 or who have left SAQA during the year may not have completed two learning initiatives. Training and development may be formal, informal, or non-formal. Unavailability of the L&D budget may result in staff members not being able to attend two learning initiatives.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	Every staff member has attended at least two learning interventions per year. The actual performance should be equal to or higher than the targeted performance.

Indicator responsibility	Senior Manager: People Management

Indicator Title	**9. Sufficient revenue to support SAQA's work**
Definition	SAQA's biggest challenge is financial sustainability. The voted funds are not sufficient to sustain SAQA. 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 review and continue to implement strategies to generate funds through supplementary revenue streams.
Source of Data	Revenue generated
Method of calculation/assessment	The Method of Calculation will be funding that has been secured from other sources. This will include revenue recognised as per SAQA management accounts or Annual financial statements 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	Additional revenue is sourced
Indicator responsibility	Chief Finance Officer (CFO)

Indicator Title	**10. Unqualified Audit opinion**

Definition	The purpose of this indicator is to maintain good governance and financial management practices to ensure that SAQA continues to obtain an unqualified audit opinion report.
Source of Data	Annual Financial statements as approved by the Board.
Method of calculation/assessment	The Method of Calculation is undertaken through an external audit conducted annually by the Auditor-General of South Africa for the preceding financial year
Assumptions	There is a reliance on other units to ensure that the organisation has an unqualified audit opinion.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	Good governance and financial management as a daily occurrence.
Indicator responsibility	Chief Financial Officer (CFO)

Indicator Title	11. Stakeholders access simplified information about the NQF
Definition	The purpose of this indicator is to implement four 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 are also an indicator of the public interacting with SAQA's information. Platforms would include radio or television interviews, media articles, press releases and exhibitions.
Method of calculation/assessment	Campaign reports will be drawn up to show how the campaign was implemented, target audience and the impact of each campaign. 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 (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired performance	Four campaigns. The actual performance should equal the expected performance.
Indicator responsibility	Manager: Communications

Indicator Title	**12. Streamlined processes and improved turnaround times**
Definition	90% of compliant qualifications are processed and registered within 70 working days.
Source of Data	R&R tracking grid; evidence of receipt of qualifications from QCs; evidence of returned qualifications; evidence of NQF Qualifications Committee approval and Board ratification.
Method of calculation/assessment	The process time is calculated as 70 working days from the time that qualifications are received from the QCs, until the time that the qualifications are approved for registration for NQF.
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. As the organisation is closed in December, qualifications received in this month will be evaluated and tracked from the following January.
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 & Recognition (R&R)

Indicator Title	16b. Efficient electronic processes across SAQA
Definition	Many of SAQA's processes are manual, outdated, and time-consuming. 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 began in 2021 and will span several years. The purpose of this indicator for the current year is to implement an end-to-end electronic system for the evaluation of foreign qualifications.
Source of Data	Evidence of implementation
Method of calculation/assessment	The implement of an end-to end electronic system for the evaluation of foreign qualifications is being built according to the specifications.
Assumptions	There is sufficient budget to complete the project
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	The end-to-end system is ready before the end of the financial year.
Indicator responsibility	Senior Manager: ICT

Indicator Title	17. Integrated Tracking System for qualifications and part-qualifications
Definition	Implement a workflow tracking system for the registration of qualifications that allows for the efficient registration of compliant qualifications in three weeks or less
Source of Data	The QCs will submit qualifications and part-qualifications using the online tracking system.

Method of calculation/assessment	An integrated tracking system is implemented that registers compliant qualifications three weeks or less.
Assumptions	That we have all data from the QCs and there are existing efficient operational processes between SAQA and the QCs.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	The end-to-end system is implemented before the end of the financial year that can register compliant applications within three weeks.
Indicator responsibility	Senior Manager: ICT

Indicator Title	**18. Access and use of MIS (comprising the NLRD) information**
Definition	To provide for public access to qualification information stored on the NQF MIS
Source of Data	SAQA Website
Method of calculation/assessment	Send the updated information on the NLRD to the website administrator
Assumptions	There is sufficient budget to complete the project
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	
Indicator responsibility	Manager: NQF Info Systems

Indicator Title	**19. Percentage completeness of legacy learner achievement data on NQF MIS (comprising NLRD)**
Definition	Target institutions with legacy data and update the data gaps report
Source of Data	Updated data gap report (based on 2018 report)
Method of calculation/assessment	Data gap report updates approved by Chief Financial Officer (CFO)
Assumptions	There is sufficient budget to complete the project
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Annual
Desired performance	
Indicator responsibility	Manager: NQF Info Systems

Indicator Title	**20. Learner achievement records loaded by QCs**
Definition	The purpose of this indicator is to ensure that QCs load learner achievement records on the NLRD
Source of Data	QC data load confirmation
Method of calculation/assessment	A report is drawn bi- annually on the total number of learners with achievements on the NLRD for the year and as at 31 March each year.
Assumptions	QCs load data as soon as they have completed the QA processes.
Disaggregation of beneficiaries (where applicable)	N/A

Spatial transformation (where applicable)	N/A
Reporting cycle	Annually
Desired performance	QCs load data quarterly
Indicator responsibility	Manager: NQF Info Systems

Indicator Title	**21. Percentage completeness of learner achievement data from professional bodies on the NQF MIS (comprising the NLRD)**
Definition	The purpose of this indicator is to ensure that recognised professional bodies load professional designation achievements that meet the requirements, on the NLRD database of the NQF MIS
Source of Data	A professional body and designation report
Method of calculation/assessment	A report is drawn quarterly and annually on the total number of learners with designations on the NLRD for the year and as at 31 March each year.
Assumptions	Professional bodies load complete sets of data once a year that meet SAQA's data load requirements
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired performance	90% of recognised professional bodies load data
Indicator responsibility	Manager: NQF Info Systems

Indicator Title	**22a. Updated Registers of Misrepresented and Fraudulent Qualifications**

Definition	The NQF Amendment Act provides for the establishment of the Registers of Misrepresented and Fraudulent Qualifications. The purpose of this indicator is to finalise the Policy on the Misrepresentation of Qualifications so SAQA can publish the Policy.
Source of Data	Approved policy
Method of calculation/assessment	Board approved policy
Assumptions	Obtaining input and contributions on the policy from panel members
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired performance	Board approved Policy
Indicator responsibility	Chief Operating Officer

Indicator Title	**22b. Updated Registers of Misrepresented and Fraudulent Qualifications**
Definition	The NQF Amendment Act provides for the establishment and maintenance of the Registers of Misrepresented and Fraudulent Qualifications. The purpose of this indicator is to update the Register of Misrepresented Qualifications.
Source of Data	Misrepresented qualification information from Authentication Services, and the QCTO. 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 NQF MIS (incorporating the NLRD) according to the NLRD specifications, monthly. The NQF MIS (comprising 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.

Method of calculation/assessment	Manager: NQF Info Systems 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 in SAQA's Quarterly Report.
Assumptions	The data sources confirmed the accuracy of the data before providing them to the Manager: NQF Info Systems.
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	Manager: NQF Info Systems

Indicator Title	**23. An increasing number of learners with achievements recorded on the NQF MIS (comprising the NLRD)**
Definition	The National Learners' Records Database (NLRD) is the largest database of the NQF MIS. Among other sets of information, the NLRD contains learner achievement data. The growth in the learner achievement data reflects the NQF working for the people. The purpose of this indicator is to ensure that the NLRD contains 24 000 000 or more learners with achievements.
Source of Data	An NLRD learner achievement report
Method of calculation/assessment	A report is drawn quarterly and annually on the total number of learners with achievements on the NLRD for the financial year
Assumptions	QCs, professional bodies, and information partners continue to load data on the NQF MIS (comprising 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 NQF MIS (comprising the NLRD) reflects 24 million or more learners with achievements. The actual performance should exceed the targeted performance.
Indicator responsibility	Manager: NQF Info Systems

Indicator Title	**24. Articulation from foreign systems into South Africa takes place**
Definition	SAQA has the mandate to evaluate foreign qualifications and place them on the SAQA NQF, so that foreign qualification holders can either study further or enter the job market. The purpose of this indicator is to request verification for 80% of compliant qualification applications from foreign institutions within 60 working days
Source of Data	DFQ workflow system, verifications database
Method of calculation/assessment	Calculation will be as follows: %= Total compliant qualification applications received in the period/Total compliant qualification applications sent for verification within 60 working days
Assumptions	External sources provide information on time, there is sufficient staff to do the work, less than 2% System downtime Automation solution is implemented successfully
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. A Verification service used by employers, institutions, and individuals**
Definition	The purpose of this indicator is to complete 80% of compliant verification requests received for the verification of South African qualifications found on the NLRD within 25 working days
Source of Data	Verifications database, NLRD, external partners
Method of calculation/assessment	Calculation will be as follows: %= Total compliant verification requests received in the period/Total compliant verification requests verified on the NLRD within 25 working days
Assumptions	It is assumed that most requests for verification are for qualification achievements that are loaded on the NQF MIS (comprising the NLRD). External sources provide information on time, and there is sufficient staff to do the work, with less than 2% System downtime. Automation solution is implemented successfully.
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	**27. Number of policies reviewed**

Definition	SAQA is mandated to develop the NQF policy suite that is has published over the years. Over time, some polices may be dated and require review. The purpose of this indicator is to review one NQF policy annually. It is possible that the review of a policy, if requiring extensive research and/or stakeholder consultation, may require more than a single financial year.
Source of Data	Final Board approved revised Policy or Research report tabled at Board/ Exco explaining why the Policy should not be amended; or why a longer review period is required for additional engagement before amendments are implemented.
Method of calculation/assessment	Successful performance means a Board approved amended Policy or 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 and amend five NQF Policies as required over the five years of the strategic cycle. It is desirable to exceed the target in any given year if circumstances warrant more immediate policy amendments. It is possible that the review of a policy, if requiring extensive research and/or stakeholder consultation, may require more than a single financial year.
Indicator responsibility	Senior Manager: Research

Indicator Title	**28. The Implementation of Amended Policies is Monitored**
Definition	The implementation of amended policy is monitored and reported at least once in the strategic cycle. At least one SAQA-QC engagement is hosted towards reporting on the implementation of the revised policy.
Source of Data	Meeting agenda and a report on the meeting.
Method of calculation/assessment	Finalised meeting report emailed to participants.

Assumptions	The QC implemented the amended policy in question and/or conducted research towards the implementation of the amended policy.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Once in a strategic cycle.
Desired performance	The actual performance should equal or exceed the expected performance.
Indicator responsibility	Senior Manager: Research

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