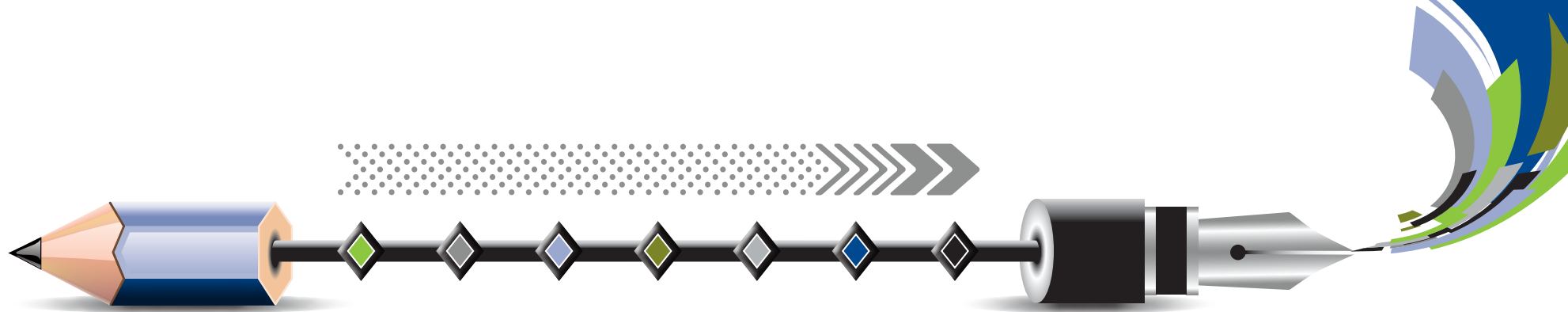


Annual Integrated Report 2016/17



BEYOND POLICY DEVELOPMENT

Implementing the NQF to serve lifelong learners





Annual Integrated Report

2016/17

BEYOND POLICY DEVELOPMENT: Implementing the NQF to serve lifelong learners





About SAQA

The South African Qualifications Authority (SAQA) is a statutory body established under the South African Qualifications Authority Act, No. 58 of 1995 (SAQA Act) and continues under the National Qualifications Framework Act, No. 67 of 2008 (NQF Act). SAQA is a Schedule 3A National Public Entity as defined by the Public Finance Management Act (PFMA).

SAQA's 2016/17 Annual Integrated Report

Our aim is to provide a balanced and reasonable view of the work of SAQA from 01 April 2016 to 31 March 2017, so that our stakeholders can make an informed assessment of our performance.

The Annual Integrated Report complies with:

- Section 13 (2) of the NQF Act;
- Section 55 of the PFMA; and
- The King III Report of Corporate Governance in South Africa.



Content

Part A: General Information

SAQA's General Information

List of Abbreviations and Acronyms

Foreword by the Chairperson

Chief Executive Officer's Overview

Statement of Responsibility and Confirmation of Accuracy for the Annual Integrated Report

Strategic Overview

Legislative and other Mandates

Organisational Structure

Part B: Performance Information

Auditor-General's Report: Pre-determined Objectives

Situational Analysis

Overview of Performance

Outputs against Deliverables

SAQA Focus Areas

Performance Information by Programme

5

6

7

9

10

13

14

16

19

23

24

24

30

31

39

44

Summary of Financial Information

Revenue Collection

Programme Expenditure

Capital Expenditure

Part C: Governance

Introduction

Portfolio Committee

Executive Authority

The SAQA Board

Risk Management

Key Developments

Risk Management Plan

Major Strategic Risks

Internal Audit and Audit Committees

Compliance with Laws and Regulations

Fraud and Corruption

Minimising Conflicts of Interest

Code of Conduct

131

131

132

132

133

134

134

134

134

139

139

139

141

141

142

142

142

142





Part D: Health Safety and Environmental Issues

143

Economic Viability

144

Environmental Sustainability

144

Social Responsibility

146

Part E: Stakeholder Communication

147

Communication and Stakeholder Relationship Building

148

Achievements overview

150

Part F: Human Resource Management

151

Human Resource Overview for the Year under Review

152

Priorities

152

Achievements

152

Future Human Resources Plans

156

Human Resources Oversight Statistics

156

Personnel Costs by Programme

156

Personnel Costs by Salary Band

157

Training Costs

158

Employment and Vacancies

159

Employment Changes

162

Reasons for Staff Leaving

163

Labour Relations Misconduct and Disciplinary Action

163

Equity Targets and Employment Equity Information

164

Part G: Financial Information

165

Statement of Responsibility

166

Audit and Risk Committee Report

167

Report of the External Auditor

170

Annual Financial Statements

178







SAQA's General Information

REGISTERED NAME: South African Qualifications Authority (SAQA)

PHYSICAL ADDRESS: SAQA House
1067 Arcadia Street
Hatfield
Pretoria
0083

POSTAL ADDRESS: PostNet Suite 248
Private Bag X06
Waterkloof
Pretoria
0145

TELEPHONE NUMBER: +27 12 431 5000

FAX NUMBER: +27 12 431 5147

EMAIL: saqainfo@saqa.org.za

WEBSITE: www.saqa.org.za

EXTERNAL AUDITORS: Auditor-General of South Africa

BANKERS: Standard Bank, Pretoria



List of Abbreviations and Acronyms

ABBREVIATION / ACRONYM	EXPLANATION
AIM	African Institute of Mentoring
APP	Annual Performance Plan
AQVN	African Qualifications Verification Network
BBBEE	Broad-Based Black Economic Empowerment
CAT	Credit Accumulation and Transfer
CEO	Chief Executive Officer
CET	Community Education and Training
CHE	Council on Higher Education
CHIETA	Chemical Industries Education and Training Authority
COE	Committee of Experts
COIDA	Compensation for Occupational Injuries and Diseases Act
CPD	Continuing Professional Development
DBE	Department of Basic Education
DHET	Department of Higher Education and Training
DFQEAS	Directorate Foreign Qualifications Evaluation and Advisory Service
DPSA	Department of Public Service and Administration
EAIE	European Association for International Education
ECM	Enterprise Content Management
EQF	European Qualifications Network
E-SERVICE	Electronic Service

ABBREVIATION / ACRONYM	EXPLANATION
ETDP SETA	Education, Training and Development Practices Sector Education and Training Authority
EWSETA	Energy and Water Sector Education and Training Authority
FPI	Financial Planning Institute
GBCSA	Green Building Council of South Africa
GCIS	Government Communication and Information Services
GDN	Groningen Declaration Network
GFETQSF	General and Further Education and Training Qualifications Sub-Framework
HEDD	Higher Education Degree Datacheck
HEI	Higher Education Institution
HEQSF	Higher Education Qualifications Sub-Framework
HEMIS	Higher Education Management Information System
HRDS	Human Resource Development Strategy
ICS	Integrated Communication Strategy
ICT	Information and Communications Technology
IIP	Investors in People
IPAP	Industrial Policy Action Plan
ISQFs	International Seminar on Qualifications Frameworks
KMS	Knowledge Management System
MINISTER: HET	Minister: Higher Education and Training





ABBREVIATION / ACRONYM	EXPLANATION
MTEF	Medium Term Expenditure Framework
NAMB	National Artisan Moderation Body
NC(V)	National Certificate (Vocational)
NDP	National Development Plan
NLRD	National Learners' Records Database
NOKUT	<i>Nasjonalt Organ for Kvalitet i Utdanninga</i> (Norwegian Agency for Quality Assurance in Education)
NQF	National Qualifications Framework
NQF Act	National Qualifications Framework Act, No. 67 of 2008
NSDS	National Skills Development Strategy
OQSF	Occupational Qualifications Sub-Framework
ORCA	Outsourced Risk and Compliance Assessment
PDMS	Performance and Development Management System
PDP	Personal Development Plan
PFMA	Public Finance Management Act, No. 1 of 2009
PMC	Performance Management Contracts
QC	Quality Council
QCTO	Quality Council for Trades and Occupations
QFs	Qualifications Frameworks

ABBREVIATION / ACRONYM	EXPLANATION
Q&S	Qualifications & Standards
REMCO	Remuneration Committee
RPL	Recognition of Prior Learning
SAICA	South African Institute of Chartered Accountants
SANC	South African Nursing Council
SAQA	South African Qualifications Authority
SAQA Act	South African Qualifications Authority Act, No. 58 of 1995
SETA	Sector Education and Training Authority
TCCA	Technical Committee on Certification and Accreditation
TVET	Technical and Vocational Education and Training
UAE	United Arab Emirates
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UWC	University of the Western Cape
W&R SETA	Wholesale and Retail Sector Education and Training Authority
WSP	Workplace Skills Plan
WP PSET	White Paper for Post-School Education and Training

Foreword by the Chairperson



During its 20 years of existence SAQA has built a world-class National Qualifications Framework (NQF). Since its initial development phase SAQA has made great strides in the implementation of NQF policies and will continue to do so in a strategic and impactful manner. It has completed the policy development phase during the previous financial year and is now busy with implementation – going beyond policy development. Significantly, SAQA continues to drive its strategic imperatives and goals within an uncertain political and socio-economic climate. In this post policy development phase more and more stakeholders are trying to find resolution regarding legal matters in court. The uncertainty and the litigious nature of the environment presents specific and distinctive challenges for our statutory body.

SAQA's achievements within this context is in large part due to management effectiveness and to the SAQA Board and Executive Committee's ongoing commitment to good governance – a legacy established by SAQA Boards over the organisation's lifetime and inherited by the 6th Board (appointed on 22 February 2016 for the period from 1 January 2016 to 31 December 2020). In this regard, I am pleased to say that the 6th Board is committed to maintaining and building on this legacy as we work with all stakeholders to position SAQA to take it to a higher level.

During the year, the Board focused on a number of strategic issues, including, among others, supporting the implementation of the White Paper for Post-School Education and Training (WP PSET). SAQA also made inputs to the NQF Amendment Bill, and the Board will actively participate in the shaping of the legislation as it goes through its different phases of refinement. It is also the Board's intention to continue strengthening the good relationship with the Minister: HET and the Portfolio Committee on Higher Education and Training.

In 2016/17 the SAQA Board met nine times to conduct its work, including five ordinary Board meetings and four strategic workshops. In light of some senior staff approaching retirement, the Board has approved a succession plan, which will provide us the opportunity over the next five years to develop and recruit the necessary internal management and leadership capacity. In terms of the Board's fiduciary responsibilities I am proud to announce that the organisation has achieved 20 consecutive unqualified audit reports – an achievement that again highlights SAQA's commitment to good governance, accountability and transparency.

SAQA as an organisation continues to embrace social justice, environmental sustainability and diversity, not least of which is our considerable contribution in terms of implementing environmentally friendly practices and finding alternative sources to ensure SAQA's continued economic viability.

Finally, I take this opportunity to sincerely thank my fellow Board members, the CEO, Deputy CEO and SAQA staff for their continued commitment, diligence and professionalism. While much more needs to be done, their ongoing enthusiasm and commitment is what moves SAQA onwards and upwards. I look forward to working with the NQF family and all its stakeholders to develop, implement and evaluate an NQF that adequately serves lifelong learners, especially the youth in rural and marginalised communities.

A handwritten signature in black ink, appearing to read 'V Toni Penxa'.

V Toni Penxa
Chairperson of the SAQA Board





Chief Executive Officer's Overview



This was a momentous year for the organisation as we celebrated our 20-year anniversary in August 2016. We kicked off SAQA's birthday celebrations by hosting a series of events in May 2016. These included the landmark launch of the African Qualifications Verifications Network (AQVN), as well as the 5th Annual Groningen Declaration Network (GDN) Meeting in Cape Town, which presented a great opportunity for South Africa and the African continent to be part of the global movement for skills to be digitally articulated and exchanged across continents. As part of these events we also hosted the International Seminar on Qualifications Frameworks in which SAQA again solidified its position as a world leader in evaluating global qualifications and which gave rise to a special SAQA bulletin on the key lessons learnt over the 20 years of the development and implementation of the NQF in South Africa and internationally.

Finally, SAQA also participated in the UNESCO Experts Meeting on World Reference Levels of Learning Outcomes to discuss global progress on level setting and recognition of learning outcomes. Further anniversary initiatives

included the unveiling of SAQA house in November 2016 and a filmed documentary on SAQA's 20-year achievements.

Of specific importance to SAQA's annual performance for the year were the organisation's four focus areas, namely, Recognition of Prior Learning (RPL), articulation, simplification and the NQF Advisory Service, or RASA as we call it internally.

Recognition of Prior Learning

RPL offers lifelong learners a chance to access and progress in the system for education, training, development and work. On 31 March 2016, the Minister: HET published the RPL Co-ordination Policy to be used in tandem with the SAQA RPL Policy of 2013. The Ministerial RPL Co-ordination Policy provides for the establishment of a national co-ordinating mechanism for RPL in terms of which SAQA and the Quality Councils (QCs) will implement their RPL Policies. A peer-reviewed book, *RPL as Specialised Pedagogy: Crossing the Lines*, was co-published by SAQA, the University of the Western Cape (UWC) and the Human Sciences Research Council (HSRC) in August 2016. The book presents the findings of a long-term SAQA Research Partnership with the UWC, which sought to develop an inclusive and contextually relevant model for RPL for South Africa. In March 2017, SAQA won the second Validation of Prior Learning (VPL) Biennale prize for the "case of RPL development in South Africa".

Articulation

SAQA is committed to focus on, and deal with issues associated with articulation, so learners throughout the country can progress through the post-school system without reaching dead-ends. In this regard, the SAQA



Board advised the Minister: HET on the establishment of an Articulation Ombud Function, which need was documented in the WP PSET.

In addition, on 9 March 2017, SAQA published its 4th National Learners' Records Database (NLRD) Trends Report. In this report the top 30 learning pathways through NQF levels from 1995 to 2014 were examined. Findings reveal that there has been a 4% year-on-year increase in qualification achievements despite numerous challenges in South Africa's education and training system. This is higher than South Africa's current economic growth. SAQA also released a fact sheet on Early Childhood Development (ECD) qualification achievements, identifying a total of **1 663** unique pathways, as well as single qualification achievements, and how they were followed by learners in the sector. As an example of a specific subfield of the NQF, the ECD fact sheet shows that more learners have achieved qualification achievements in the Occupational Qualifications Sub-Framework (OQSF) than in all the other Sub-Frameworks. Noteworthy is that **62 782** learners achieved at least one qualification in ECD, with 79% of learners who obtained their first qualification in ECD proceeding to obtain their next qualification in the same field. SAQA also did a survey of articulation models between Higher Education Institutions and Technical and Vocational Education and Training (TVET) Colleges. One of the recommendations is that learning pathways in the workplace and academic routes must be strengthened, among others, through more formal articulation agreements.

Simplification

In response to the Ministerial Guidelines for 2015/16, SAQA developed an Action Plan for the Simplification of the NQF. Work has commenced and a progress report was sent to the Minister with progress up to the end of the financial year. At its strategic planning meeting in April 2016 the SAQA Board

agreed on a common understanding of the simplification of the NQF and embarked on a series of activities to address each of the focus points, as further set out in this report. While SAQA has made massive strides in terms of implementing the NQF, it is clear that in order to fulfill our role in terms of the NQF, more work still needs to be done in terms of simplifying the NQF to improve service delivery to all our stakeholders.

NQF Advisory Service

The NQF Advisory Service continues to support learners who require information about the NQF. A total of **67 543** enquiries were received through all the different channels, including email, face-to-face, social media and telephone, for the financial year. We noted a steady increase in the use of SAQA's digital media platforms including an overall increase in digital media reach of **3 464 139**, showing an increase of 10.7% from 2015/16. This included **7 039** Facebook Likes (32.7% increase), **6 535** Twitter followers (25.3% increase) and **182 599** SAQA website users (10.2% increase), compared to the same period during the previous year.

In addition to SAQA's four focus areas, our core areas of delivery remain the recording, verification and quality assurance of learner records; recognition of Professional Bodies and registration of Professional Designations; as well as the registration of quality qualifications and part-qualifications on the NQF. For the period under review, SAQA registered **361** new qualifications, recorded **85 773** qualification achievements on the NLRD, verified **81 833** national qualifications and recognised **25 188** foreign qualifications.

The organisation has also provided decisive and overarching leadership to develop, co-ordinate, implement, simplify, monitor, and evaluate the implementation of various policies. For the year under review these included





supporting the QCs in the development of their Sub-Frameworks Credit Accumulation and Transfer (CAT) policies, as well as reviewing the National Policy and Procedure for the Evaluation of Foreign Qualifications in the SA NQF and the Appeal and Revocation Policies for Foreign Qualifications. In addition, to preserve the integrity of the NQF, and to provide a more complete evaluation and advisory service, SAQA also developed the draft Policy on Misrepresentation of Qualifications which will have a major impact on individuals and providers who misrepresent qualifications. This is a draft policy that was published in the government gazette for public comments.

Finally, it is worth mentioning that our staff is still our most valuable asset. As a recognised Investors In People (IIP) organisation SAQA continues to invest in the physical, emotional and social well-being of our employees through a variety of development and well-being initiatives. These include ensuring a safe and sustainable workplace; an advanced performance management system; and a representative and equitable workforce with emphasis on redressing the injustices of the past. We have made major strides in terms of demographics

over the past few years with a total of 64.1% female staff (compared to 61.68% in 2015/16).

I thank the Minister: HET and the Departments of Basic Education and Higher Education and Training for their assistance and support. I also thank Dr Vuyelwa Toni Penxa, Chairperson of the Board, and all members of the 6th SAQA Board, whose steadfast and able leadership and enthusiasm promises to take SAQA to a new level on the global stage. As always, my sincere gratitude goes out to the whole NQF family and all stakeholders, including our SAQA staff who continue to make SAQA an organisation I am still proud to be a part of after 20 years in service.

JS Samuels
SAQA Chief Executive Officer

Statement of Responsibility and Confirmation of Accuracy for the Annual Integrated Report

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed in the annual integrated report is consistent with the annual financial statements audited by the Auditor-General.

The annual integrated report is complete, accurate and is free from any omissions.

The annual integrated report has been prepared in accordance with the guidelines on the annual integrated report as issued by National Treasury.


The Annual Financial Statements (Part G) have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practices (GRAP). This included any interpretations, guidelines and directives issued by the Accounting Standards Board (ASB) applicable to the public entity.

The accounting authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The accounting authority is responsible for establishing, and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the annual integrated report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the entity for the financial year ended 31 March 2017.



JS Samuels
Chief Executive Officer



V Toni Penxa
Chairperson of the Board





Strategic Overview



Strategy

The key pillars of our strategy are based on upholding the objectives of the NQF to:

- Embrace social justice, environmental sustainability, diversity and transparency;
- Promote and support overall effectiveness to the advantage of lifelong learners, especially in poor and rural areas; and
- Align with government policies such as the National Development Plan (NDP), Human Resources Development Strategy (HRDS), National Skills Development Strategy (NSDS), Strategic Integrated Projects and the WP PSET.

! Strategic Imperatives

On an annual basis, SAQA conducts a formal annual review to monitor and assess its performance against its strategy and key performance indicators. This review supplements the ongoing Board and management review of strategy and related performance measures. This Annual Integrated Report presents SAQA's deliverables in terms of the strategic imperatives, performance indicators, and delivery targets for the 2016/17 financial year.

The 2016/17 strategic imperatives are:

- Providing decisive and coherent leadership, co-ordination and effective monitoring and evaluation;
- Facilitating and supporting the implementation of NQF policies in a coherent, simple and integrated manner across education, training, development and work;
- Making the NQF visible through its positive impact and structured advocacy and communications; and
- Valuing and growing its staff to achieve organisational excellence.

🎯 Strategic Outcome-oriented Goals

SAQA's strategic outcome-oriented goals underpin the organisation's strategic imperatives. SAQA's strategic goals for the 2016/17 financial year can be seen in Figure 2 below:





Figure 1: SAQA Strategic Outcome-oriented Goals

Focus Areas

SAQA's four focus areas for quality enhancement and delivery in 2016/17 were:

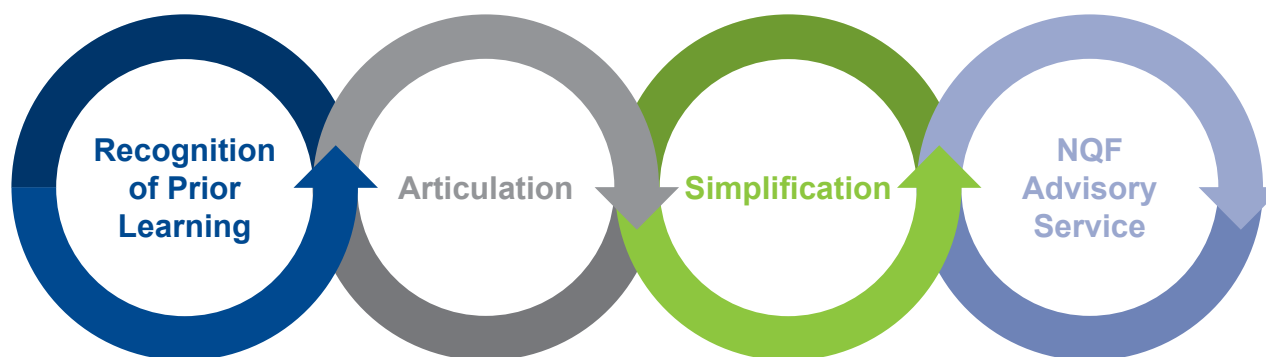


Figure 2: SAQA Focus Areas 2016/17



Legislative and other Mandates

Legislative Mandates

The Constitution of the Republic of South Africa (1996)

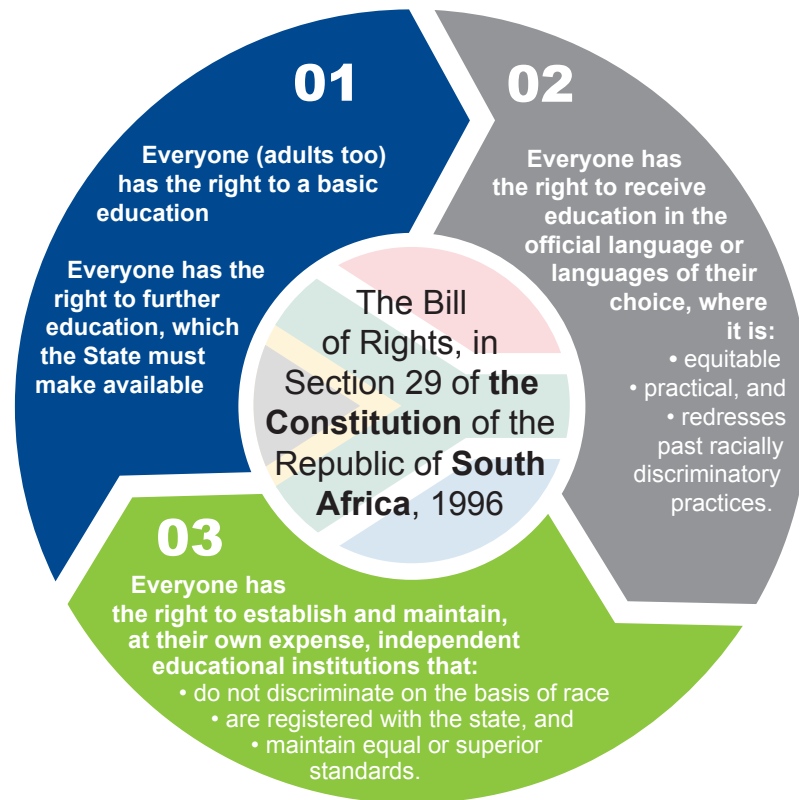


Figure 3: SAQA's Constitutional Mandate

National Qualifications Framework Act, No. 67 of 2008

In terms of the NQF Act, which became effective on 1 June 2009, SAQA is the oversight body of the NQF and the custodian of its values. The NQF objectives are outlined in Figure 4.

The objectives of the NQF

- Create a single integrated national framework for learning achievements;
- Facilitate access to, and mobility and progression within, education, training and career paths;
- Enhance the quality of education and training; and
- Accelerate the redress of past unfair discrimination in education, training and employment opportunities.

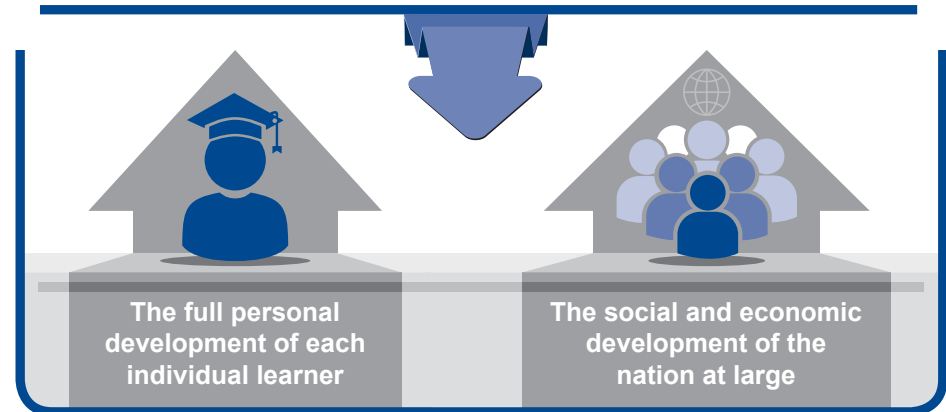


Figure 4: NQF Objectives

The functions of SAQA are set out in Section 13 of the NQF Act, which, in summary, mandates SAQA to:

- Oversee NQF implementation and collaborate with the QCs;
- Develop and implement NQF policies and criteria;
- Register qualifications and part-qualifications on the NQF;
- Recognise professional bodies and register professional designations;
- Undertake research and collaborate with international counterparts;
- Maintain a National Learners' Records Database (NLRD);
- Provide an evaluation and advisory service with respect to foreign qualifications;
- Inform the public about the NQF; and
- Provide advice to the Minister: HET.



The Public Finance Management Act (1999), Treasury Regulations (2005), and the Framework for Strategic Plans and Annual Performance Plans (2010)

In terms of the PFMA, SAQA is a Schedule 3A National Public Entity. SAQA therefore complies with the PFMA, applicable Treasury Regulations, and the provisions of the Framework for Strategic Plans and Annual Performance Plans.

Revisions to the Legislative and other Mandates

In terms of Section 8(4) of the NQF Act, the National Qualifications Framework Amendment Bill was published in the Government Gazette on 18 November 2016 for public comment.

The implications of the NQF Amendment Bill for SAQA are the following:

- SAQA's role as the overarching body responsible for the co-ordination of the sub-frameworks, and for the further development and implementation of the NQF is further clarified;
- SAQA will have to assess the staffing and financial considerations associated with implementing Registers of Misrepresented Qualifications and Fraudulent Qualifications, as well as the envisaged increase in demand for verification services from the public sector;
- QCs will offer advice to the Minister in consultation with SAQA. This proposed change will reinforce SAQA's role as the apex body; and
- SAQA might need to review its current internal structure to accommodate new work streams. SAQA already incorporated the verification of qualifications in its governance structure. It may move verifications from being a project to a permanent directorate.

The NQF Act is being evaluated and amended. The outcomes of the changes will be taken into account when the processes are completed.

Policy Mandates

The following policy documents have relevance to the work of SAQA:

- The National Development Plan;
- The New Growth Path: The Framework;
- The Human Resource Development Strategy for South Africa (HRDS 2010 – 2030);
- The National Skills Development Strategy IV and the Declaration Signed at the Skills Summit;
- Presidential Outcomes 1 (Basic Education), 4 (Decent Employment through Inclusive Growth), and 5.1 (Higher Education and Training);
- The White Paper for Post-School Education and Training (November 2013);
- Priorities and Guidelines for the NQF and other directives from the Minister: HET; and
- The Industrial Policy Action Plan (IPAP 2014/15 – 2016/17).

SAQA and the Education and Training Sector

Within the broad policy environment mentioned above, SAQA will work within the Education and Training Sector to promote:

- Quality Education focused on dramatic improvement of education outcomes for the poor;
- Articulation between vocational training and occupational directed qualifications (NC(V), N-courses) and higher education and training qualifications;
- Improved planning through availability of reliable data and management information systems; and
- Streamlined immigration systems towards inflow of skills linked to skills transfer.





SAQA and Stakeholders

In consideration of the Presidential Outcomes, and the Performance Agreement signed by the Minister: HET, SAQA will participate in initiatives by relevant stakeholders in respect of:

- Improved technological and innovation capabilities (Research & Development);
 - » To support industry – University Partnerships; and
 - » To increase number of students: Honours, Research Masters, PhD graduates, post-doctoral.
- Promoting international comparability and trend analysis; and
- Increasing access to education and training for people with disabilities, women, the poor and unemployed.

Policy Initiatives

SAQA, as the apex organisation in the implementation of the NQF, is collaborating with its NQF partners to implement the following policies and criteria in the NQF landscape as set out in Table 1.

Table 1: SAQA Policy Initiatives

NQF POLICY	APPROVED BY THE BOARD
Level Descriptors for the South African National Qualifications Framework	26 June 2012
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	27 June 2012
National Policy for the Implementation of the Recognition of Prior Learning	15 March 2013
Policy and Criteria for the Registration of Qualifications and Part-Qualifications on the National Qualifications Framework	15 March 2013
National Policy and Criteria for Designing and Implementing Assessment for NQF Qualifications and Part-Qualifications and Professional Designations in South Africa	15 October 2013
Policy for Credit Accumulation and Transfer within the National Qualifications Framework	16 July 2014
Policy and Criteria for Evaluating Foreign Qualifications within the South African NQF	2 December 2015
Foreign Qualifications Evaluation and Advisory Services Appeal Policy	2 December 2015
Appeals Policy for Verification of South African Qualifications	2 December 2015
Foreign Qualifications Evaluation and Advisory Services Revocation Policy	2 December 2015
Policy and Criteria for Evaluating Foreign Qualifications within the South African NQF as amended	10 March 2017

SAQA and NQF Partners

SAQA, together with its NQF Partners will be responsible for:

- Facilitating mobility, by overseeing the implementation of developing Policies and criteria towards;
 - » Credit Accumulation and Transfer; and
 - » Recognition of Prior Learning.
- Simplifying the NQF;
- Implementing and monitoring the articulation framework; and
- Strengthening assessment and quality assurance systems institutionally and through the QCs within the context of the criteria and guidelines developed by SAQA after consultation with the QCs.

Organisational Structure

Board Structure



Figure 5: SAQA Board and Committees Structure

Management Structure

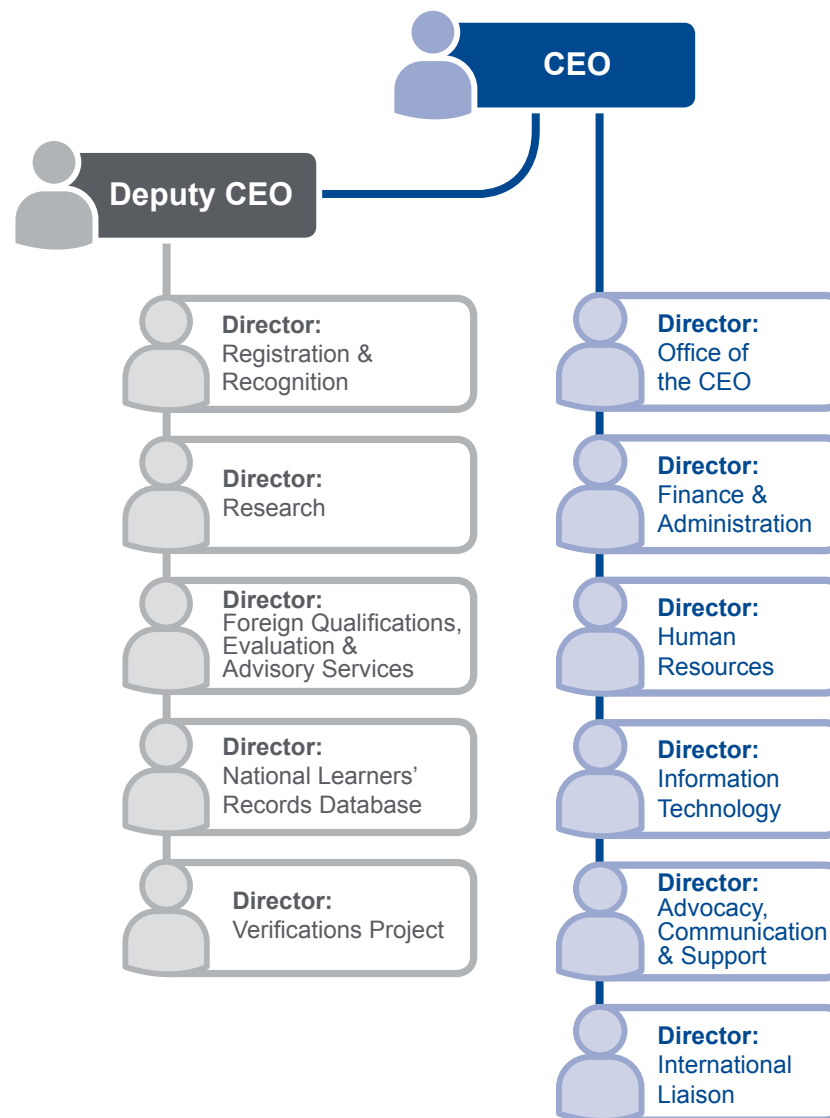


Figure 6: SAQA Management Structure



The SAQA Board



Dr V Toni Penxa
Chairperson



Professor SJ Howie
Deputy Chairperson



Mr JS Samuels
CEO



Mr GC Louw



Ms AK Oberholzer



Ms PLF Nzimande



Professor TG Schultz



Professor JO Kuye



Ms N Starr



Mr M Maleka



Dr SD Bhikha



Ms GJ Mashabela



Professor N Baijnath



Mr BM Gantile



Dr MS Rakometsi



Senior Management Team



Mr Joe Samuels
CEO



Dr Julie Reddy
Deputy CEO



Ms Nireen Naidoo
Director: Office of the CEO



Mr Mark Albertyn
Director: Finance & Administration



Mr Victor Booysens
Director: Human Resources



Mr Claude Baxter
Director: Information Technology



Mr Wellington Radu
Director: Advocacy,
Communication & Support



Ms Faith Nyaka
Director: Registration &
Recognition



Dr Heidi Bolton
Director: Research



Ms Nadina Coetzee
Director: Foreign Qualifications,
Evaluation & Advisory Services



Ms Yvonne Shapiro
Director: National Learners'
Records Database



Mr Dirk Strydom
Director: Verifications Project

* The International Liaison Director position is vacant







Auditor-General's Report: Pre-determined Objectives

The Auditor-General performs the necessary audit procedures on the performance information presented in the annual performance report. The Auditor-General evaluated the usefulness and reliability of the reported performance information to determine if it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes.

Furthermore, the Auditor-General performed tests to determine if the indicators and targets were well defined, verifiable, specific, measurable, time-bound and relevant, as required by the National Treasury's Framework for Managing Programme Performance Information (FMPPI).

The audit findings on the performance against predetermined objectives is included under the *Predetermined Objectives* heading in the *Report on Other Legal and Regulatory Requirements* section of the Auditor-General's report.

Situational Analysis

The Role of SAQA

SAQA, together with the three QCs, is mandated under the NQF Act to:

1. Promote a high quality education and training system in South Africa that embraces the concept of lifelong learning and
2. Ensure that South African qualifications are:
 - Internationally comparable;
 - Positioned in a system that is transparent and communicated to all stakeholders; and
 - Authentic.

To achieve the above, SAQA works with the three QCs as follows:

- The Council for Quality Assurance in General and Further Education and Training (Umalusi), responsible for the General and Further Education and Training Qualifications Sub-Framework (GFETQSF);
- The Quality Council for Trades and Occupations (QCTO), responsible for the Occupational Qualifications Sub-Framework (OQSF); and
- The Council on Higher Education (CHE), responsible for the Higher Education Qualifications Sub-Framework (HEQSF).

The QCs are each guided by their respective qualifications Sub-Framework policies and procedures which must be aligned to national policies.

The NQF

The NQF is a comprehensive system for the classification, co-ordination, registration, and publication of articulated and quality-assured national qualifications and part-qualifications. It is a means to integrate the education and training system, to strengthen and promote the inter-connectedness of its parts, and to enable relationship-building and collaborative work within and between the communities of practice in it. All education and training in South Africa fits within this Framework. Learner achievements and other related information are recorded onto a national searchable electronic database, namely the NLRD, which in turn enables national recognition of acquired skills and knowledge – ensuring an integrated system that encourages lifelong learning. The NQF is also a means to enhance coherence, quality and transparency in the system.

Service Delivery Environment

Simplification

SAQA has made significant strides in advancing and implementing the NQF. However, more work still needs to be done in terms of further simplifying the NQF to improve service delivery to all stakeholders.

Simplification makes the NQF:

- Accessible;
- Understandable; and
- Easy to navigate.

The 2015/16 Ministerial Guidelines (published on 15 May 2015) instructed SAQA and the QCs to simplify the NQF. SAQA developed an action plan to undertake this task. Work has commenced and a progress report up to the end of the financial year was submitted to the Minister. Additional information in terms of simplification of the NQF can be found on page 41 of this report.

Verification of qualifications

As part of its service to lifelong learners and the country, SAQA verifies the authenticity of national and foreign qualifications. Incidents of misrepresented qualifications negatively impacts the reputation of the country, its institutions and the credibility of the NQF. To this end, SAQA is required to report misrepresented qualifications to the Minister: HET every two months.

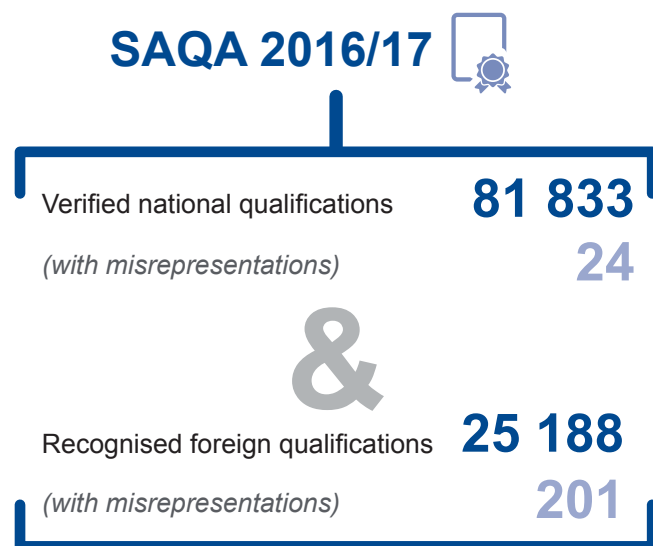


Figure 7: Verified and Recognised Qualifications 2016/17

African Qualifications Verification Network

The African Qualifications Verification Network (AQVN) was launched in Cape Town on 16 May 2016. This important foundation for verification was a result of SAQA's 2014 initiative that brought together 14 African countries towards a common objective of promoting genuine qualifications in the African continent.

Misrepresentation of Foreign Qualifications

As highlighted above, in 2016/17 a total of 201 foreign qualifications were added to the List of Misrepresented Qualifications. The highest number (73 misrepresented qualifications) were claimed to have been obtained in the Democratic Republic of Congo (DRC), followed by Nigeria (20), India (19), Bangladesh and Pakistan (17 each), Cameroon (15), Ghana (10), Zimbabwe (8) and the UK (6), Ethiopia and Rwanda (3 each), Burundi and Lesotho (2 each), followed by Angola, Lebanon, Malawi, Portugal, Somalia, and Uganda with one misrepresented qualification each.

The analysis of misrepresented qualifications shows the following:

- Only 0.84% of the foreign qualifications recognised by SAQA were found to be misrepresented;
- Most of the misrepresented qualifications (46%) were at school leaving level;
- Most of the misrepresented higher education and training qualifications were located in the Education, Training and Development sector (67.2% of the total), with a significant percentage of those being teacher qualifications; and
- Seventeen people misrepresented more than one qualification.



Recorded in the Register of Misrepresented Qualifications

Number of Misrepresented Foreign Qualifications: 201

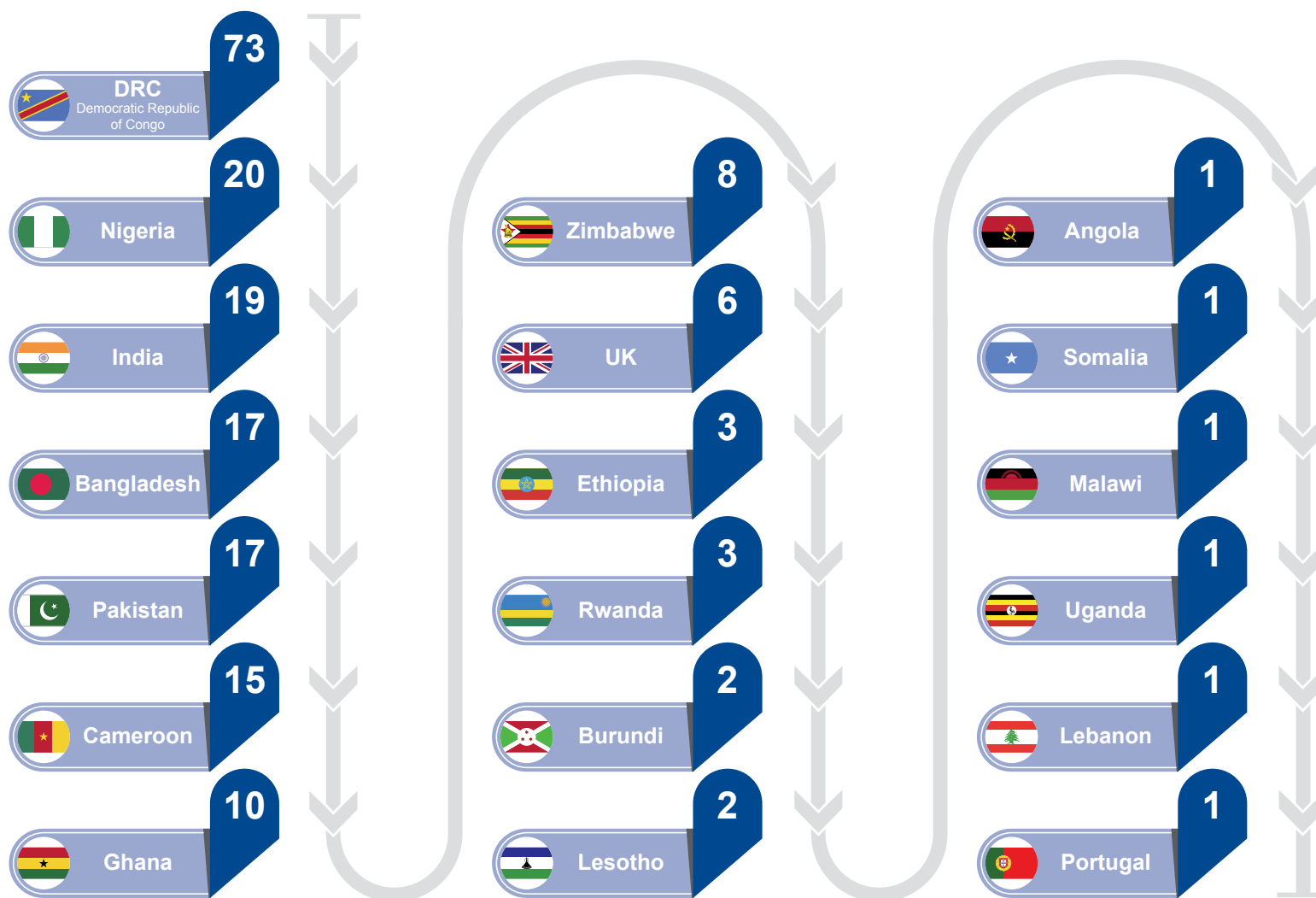


Figure 8: Total of Claimed Misrepresented Qualifications by Country 2016/17



Digitisation

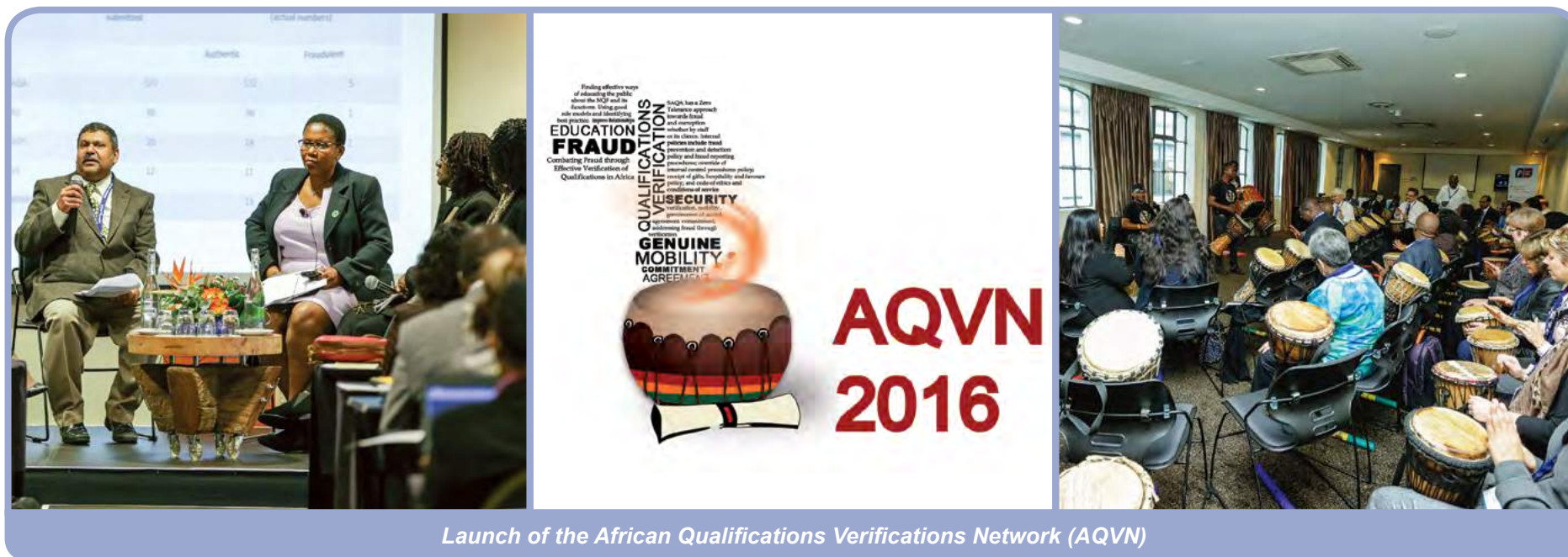
The absence of electronic records for Senior Certificate and teacher qualifications achieved prior to 1992 was identified in 2010, as a systemic gap that needed to be urgently addressed in order for SAQA to implement the Directive issued by the Minister of Public Service and Administration that all qualifications of existing and future public sector employees be verified. Partial funding was awarded to SAQA through the Tirelo Bosha Programme of the DPISA to support a pilot digitisation project.

The distinguishing feature of this project is that together with excellent quality scans of thousands of pages of paper-based historical achievement records, an indexing database of the scanned records is being built for uploading onto the NLRD, as well as the secure use by custodians of the records. To meet these requirements, a relational database was designed to conform to the highest standards of data quality.

The pilot Digitisation Project is yet to be completed. If further funding is obtained, the same method and data structure will be utilised for digitising further education and training records that do not yet exist in digital form, and also to clean existing datasets where the scanning and indexing process has been unsatisfactory thus far.

E-service

Electronic service (E-service) is simply the use of information and communication technology (ICT) in different areas to facilitate the delivery of services to both external and internal stakeholders. From implementing the world's first NLRD in 1999, SAQA demonstrated its understanding of the value of E-services in terms of information and knowledge management, accessibility and communication. Table 2 demonstrates SAQA's E-service developments and results for 2016/17.



Launch of the African Qualifications Verifications Network (AQVN)



Table 2: E-service developments

Service	Channel	Achievements
Support	Multi-channel email, face-to-face, social media and telephone	The NQF Advisory service continues to support the public who require information about the NQF. A total of 67 543 enquiries were received through various channels during 2016/17.
Advocacy and communication	Social media	SAQA makes use of social media platforms to promote the NQF. These same platforms are used by stakeholders to lodge queries. SAQA actively monitors all of its social media platforms and responds to queries timeously. A Dipstick Survey was conducted in the reporting period to establish the level of awareness, understanding and value attributed to SAQA and the NQF, by policy makers and implementers. The survey results showed awareness, understanding and value ratings of 92% for both target groups.
Information management	Searchable electronic databases of qualifications and part-qualifications, as well as professional bodies and professional designations	The NLRD added the following data, among others, to its searchable electronic databases during 2016/17: <ul style="list-style-type: none"> • 211 274 people with professional designations • 2 892 qualification achievements via RPL • 85 773 qualification achievements.
Knowledge Management	Shared internal services	Through its Knowledge Management System (KMS), SAQA developed shared folders and is standardising the manner in which documents are stored. The population of, and training on, the knowledge management system will commence in the 2017/18 financial year.
Accessibility of information	Internal electronic distribution	As part of the KMS, SAQA is piloting the IBM Solutions Platform to distribute electronic meeting packs seamlessly without relying on external tools, such as Dropbox.
E-recruitment	Electronic portal	SAQA uses an e-recruitment portal to manage the submissions of job applications and short-listing of candidates for vacancies. Short-listed candidates write a competency test as well as undergo computer literacy tests. These test scores are considered together with the panel interview scores. The person with the highest combined score is offered a position at SAQA. The system is transparent and fair in its implementation.



Organisational Environment

ICT development

Given the advances made in technology and the demand for quicker turnaround times, SAQA has developed profiles of staff based on their computer literacy levels. This will ensure that staff can support and think creatively about streamlining the various business processes, so that policies are effectively implemented while responding to client demands for faster and more efficient business processes.

Funding

Approximately half of SAQA's budget comes from government funding. Previously, SAQA received approval to retain the surplus funds from prior financial years. Due to the decrease in government grant funding over the last few years, the accumulated rollover funds are depleted. The need to source additional funding, either through the fiscus or through public-private partnerships, has become a necessity in order for SAQA to fulfill its legal mandate.

The balance of SAQA's budget is raised through fees charged for some of the services rendered. In particular, the evaluation of foreign qualifications and verification of national qualifications provide most of the supplementary income raised. The provisions in the NQF Amendment Bill will strengthen and make explicit that SAQA is the recognised body responsible for the verification of both national and foreign qualifications for the public sector. This Bill once passed, can result in a substantial increase in requests for the verification of national qualifications. Whilst increasing overhead costs, the increased volume will also allow for additional revenue to be generated.

Human Resources

During 2016/17 SAQA appointed the following senior executives:

- Ms Faith Nyaka: Director of the Registration and Recognition Directorate;
- Mr Wellington Radu: Director of Advocacy, Communication and Support; and
- Mr Dirk Strydom: Director of the Verifications Project.

The Director for International Liaison position became vacant during the financial year. The position was advertised and should be filled during the second quarter of 2017/18.

Financial Resources

SAQA has established a realistic baseline budget in line with the Medium Term Expenditure Framework (MTEF). The main sources of current income are:

- Voted funds through the Department of Higher Education and Training;
- Self-funded projects using a full cost-recovery funding model; and
- Donor support for the digitisation project.

Key Policy Developments and Legislative Changes

Policy and Criteria for the Evaluation of Foreign Qualifications

The Policy and Criteria for Evaluating Foreign Qualifications within the South African NQF is being implemented. In the process of implementation, SAQA encountered a specific area in the Policy that needed strengthening for the benefit of learners. The Policy was amended and published for public comment in December 2016, and the approved Amended Policy and Criteria was gazetted on 31 March 2017.





National Policy on the Misrepresentation of Qualifications

To give effect to preserving the integrity of the NQF, and to provide a more complete evaluation and advisory service, SAQA, in consultation with DHET and the QCs, drafted a Policy on the Misrepresentation of Qualifications. The draft Policy defines what is meant by misrepresented qualifications, provides a framework for dealing with individuals and providers who misrepresent qualifications, and defines the roles and responsibilities of the different role-players. The Draft Policy will be finalised and published in the 2017/18 reporting period.

Strategic Objectives and Achievements

In terms of the NQF Act, as well as the mandate provided by the Minister: HET, SAQA is accountable to deliver certain agreed outputs in return for support and resources as specified in the Strategic Plan. SAQA will, in accordance with the strategic intent as approved by the SAQA Board, continue to follow a results-based approach in the delivery of the agreed goals.

Overview of Performance

During the year under review, SAQA committed to achieving 50 deliverables, of which 47 were fully achieved. In four areas, we exceeded our targets while the three outstanding deliverables were partially achieved.

Table 3: Activity Overview for 2016/17

Visibility – local & international footprint	Qualifications and Professional Bodies	Information from Partners added to the NLRD	National and Foreign qualifications
<ul style="list-style-type: none">• Hosted the 5th Annual GDN Meeting• Published Trends Report: Hope for International Regulation of Qualifications Recognition• Achieved 92% Awareness, Understanding & Value among policy makers and implementers• Participated in 15 international forums• Published SAQA Bulletin: Qualifications Frameworks• Produced a benchmarking report (UAE qualifications)• Recorded 685 023 individuals using social media	<ul style="list-style-type: none">• Registered 361 new qualifications• Recorded 10 new learning programmes• De-registered 78 qualifications• Recognised 8 new professional bodies• Registered 49 new professional designations• Monitored 33 recognised professional bodies	<ul style="list-style-type: none">• Recorded 211 274 people with professional designations• Uploaded 2 892 qualification achievements via RPL• Uploaded 85 773 qualification achievements	<ul style="list-style-type: none">• Verified 81 833 national qualifications• Found 24 cases of misrepresented national qualifications• Recognised 25 188 foreign qualifications• Found 201 cases of misrepresented foreign qualifications





Figure 9: A Snapshot of the NLRD as at 31 March 2017

Outputs against Deliverables

SAQA's contribution towards providing leadership, facilitating and monitoring NQF policy implementation for the year included the following:

- Performed oversight function towards implementation of the NQF;
- Advised the Minister on implementing the Articulation Ombud function;
- Reported against 2015/16 Ministerial Guidelines;
- Developed concept document on the Articulation Ombud function;
- Commented on various draft legislation and regulations;
- Initiated the 2017 NQF Impact Study;
- Provided regular Reports on misrepresented qualifications to the Minister: HET; and
- Reviewed two policies.

Our performance for the year, against our targets, is indicated in the content that follows.



Table 4: Leadership Objectives and Achievements

Leadership	
Goal statement: Provide decisive and coherent leadership to co-ordinate, simplify, and monitor and evaluate the implementation of an effectively articulated NQF	
Strategic objective	Achievement
Work with NQF partners and stakeholders to simplify the NQF and optimise articulation, thereby promoting a culture of articulation	<ul style="list-style-type: none"> • During a <i>Workshop on Articulation</i> held on 16 February 2017, the Minister's Articulation Policy was discussed, and a snapshot presented of the national articulation environment. At the workshop NLRD data showing articulation pathways and progress in terms of the SAQA-DUT Partnership Research and the National Articulation Baseline were presented and discussed. • SAQA developed an Action Plan for the Simplification of the NQF, based on the SAQA Board's understanding of the meaning of simplification. Work commenced and a progress report was sent to the Minister with progress up to the end of the financial year. • To promote a culture of articulation, SAQA's Q&S Committee began a process to ensure that each qualification recommended for registration on the NQF specifies both systemic and specific articulation pathways. • Recognised professional bodies are being monitored every two years – SAQA first conducts a mid-term review (i.e. two years post recognition) to ensure continued compliance with the requirements of the 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. This is followed by another monitoring (three years after the mid-term review) to ensure that the criteria are still being met so the process of re-recognition could begin.
Where necessary, mediate on behalf of learners to address articulation matters	<ul style="list-style-type: none"> • SAQA responded to requests from the public through its multi-channel NQF Advisory Service with regard to difficulties with articulation issues. • SAQA received and addressed numerous inquiries relating to Articulation barriers. This prompted the concept paper on establishing the Articulation Ombud function. • SAQA produced a concept paper on the purpose, role and function of an Articulation Ombud for the education and training sector which was submitted to the Minister: HET for consideration. SAQA is of the view that an Articulation Ombud will create a platform for effectively dealing with the systemic barriers to articulation. • SAQA and the QCs have worked on, and continue with focused interventions to unblock and strengthen articulation across and within the three Sub-Frameworks.



Leadership

Goal statement: Provide decisive and coherent leadership to co-ordinate, simplify, and monitor and evaluate the implementation of an effectively articulated NQF

Strategic objective	Achievement
Monitor and evaluate the implementation of NQF Policies to strengthen the mobility of national and international lifelong learners, and recognise their learning and experience	<ul style="list-style-type: none"> • The <i>Policy and Criteria for Evaluating Foreign Qualifications within the South African NQF</i> was amended and is being implemented. • Progress achieved against the Ministerial Guidelines and the implementation of the NQF Implementation Framework was monitored quarterly through the CEO Committee. A Tracking Grid was used to report on the progress made by SAQA and the QCs at each of the CEO Committee meetings. Issues uncovered in these progress reports were tabled for further discussion at the CEO Committee meetings. • SAQA built into its processes a monitoring and evaluation system for all qualifications and part-qualifications that are recommended by the QCs for registration. There are different structures and levels involved in this system. The first layer is the Directorate for Registration and Recognition who does the initial monitoring and evaluation against the policy and criteria. The qualifications and part-qualifications are then presented to the Qualifications and Standards Committee, who either recommend the qualification/part-qualification for registration to the SAQA Board or return to the relevant QCs for reconsideration. • A similar process is followed when recognising professional bodies and registering their designations. SAQA has established an Appeals Committee for professional bodies whose applications for recognition were declined. • SAQA adheres to a protocol for monitoring compliance by professional bodies that have been recognised for at least two years. In this financial year, SAQA monitored 10 professional bodies to ensure compliance with the requirements of the 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. A process for the re-recognition professional bodies after the five year expiration date has also begun. • 22 Recognised professional bodies were re-assessed against the Policy and Criteria for re-recognition in 2016/17 although the new status will only be conferred in 2017/18.





Leadership	
Goal statement: Provide decisive and coherent leadership to co-ordinate, simplify, and monitor and evaluate the implementation of an effectively articulated NQF	
Strategic objective	Achievement
Further strengthen relationships with the Ministry of Higher Education and Training, the Ministry of Basic Education and the Quality Councils and consolidate relationships with other relevant Government Departments, entities and partner organisations	<ul style="list-style-type: none"> Regular meetings with the QCs took place on both operational and strategic levels to address particular topics of discussion or issues. Several task teams were set up through the CEO Committee, and chaired by SAQA, to address particular issues. These included a task team that focused on the accreditation of Level 5 qualifications, and another that looked into foreign qualifications being offered in South Africa by international institutions. Quarterly meetings took place between SAQA and the DPSA with respect to the verification of qualifications for the public service and misrepresented qualifications supplied by current or prospective public service employees. The NLRD Partners Forum met quarterly to discuss the quality of information loaded onto the NLRD by the SETAs and QCs and the requirements for future data loads. This ensured a steady increase of learner achievements loaded onto the NLRD. SAQA was represented on various DHET and DBE structures. The DBE structures included the National and Provincial Examination Irregularities Committees and various Heads of Education Committees including the Teacher Development and Curriculum Committee and the National Examination and Assessment Committee (NEAC) and HEDCOM. The Deputy CEO was part of a Basic Education Ministerial Task Team investigating allegations of leaked question papers in the 2016 NSC examination. SAQA also sent observers to the Umalusi Standardisation of Examination Results meetings. SAQA established a relationship with the Government Communication and Information Services (GCIS). Through this partnership SAQA was able to disseminate information on the NQF and its varied services to communications officials at local, provincial, and national government departments and other government entities. The Interdepartmental NQF Steering Committee were invited to the CEO Committee to maintain the cordial relationships between the DHET and DBE and SAQA and the QCs.
Ensure the credibility, accessibility, integrity and reliability of information by strengthening and integrating information management systems	<ul style="list-style-type: none"> As part of the KMS, SAQA implemented shared folders and standardised the manner in which documents are stored. A new platform called IBM Solutions was piloted, and staff training on the platform was concluded. Once fully implemented, the platform will integrate SAQA's knowledge and information across the organisation.

Leadership

Goal statement: Provide decisive and coherent leadership to co-ordinate, simplify, and monitor and evaluate the implementation of an effectively articulated NQF

Strategic objective	Achievement
Implement and continuously improve a knowledge management system that makes current and reliable information accessible to different audiences	<ul style="list-style-type: none"> The tool for the KMS was developed. The KMS will ensure that knowledge generated from one source can be effectively utilised throughout the organisation. This will enable SAQA to provide the most current and accurate information to our clients and manage the consistency of the messages that we communicate. Population of and training on the KMS commences in the next financial year.
Harness the integrity of the NQF by monitoring and reporting on fraud and supporting a policy framework	<ul style="list-style-type: none"> A draft Policy on the Misrepresentation of Qualifications was developed under the leadership of SAQA. The SAQA Board approved the draft Policy for public comment. The final document will be submitted for Board approval for publication in 2017/18. Through verification, SAQA identified both national and foreign qualifications that were misrepresented. As per the Ministerial Guideline, the misrepresented qualifications are reported to the Minister: HET every two months. A Register of Misrepresented Qualifications was developed and approved by the CEO Committee. The Register will be presented to the Board for approval in the next financial year.
Continue to implement a sustainable funding framework	<ul style="list-style-type: none"> The NQF Amendment Bill will position SAQA as the legally recognised body responsible for the verification of both national and foreign qualifications. The Minister: HET's approval for SAQA to provide an Ombud function would require additional funding for SAQA to expand its scope to establish and offer this service. To fully digitise all pre-1992 qualifications records would require in excess of R40 million. In 2016/17, SAQA commenced with a pilot project to digitise senior certificate and teacher records using partial funding from its own budget and the Tirelo Bosha grant. Directed by the CEO Committee, SAQA headed a task team comprising the three QCs, to develop comprehensive funding proposals for submission to the National Skills Fund, DHET and other international donor agencies. Ensuring financial sustainability in the medium to long-term remains a top priority of the SAQA Board.





Table 5: Policy Implementation Objectives and Achievements

Policy Implementation	
Goal statement: Facilitate and support the implementation of NQF policies in a simple, coherent and integrated manner across education, training, development and work	
Strategic objective	Achievement
Sustain research that informs, directs and steers policy making and implementation	<ul style="list-style-type: none"> • A workshop was held with key stakeholders on 30 November 2016 to finalise plans for the 2017 NQF Impact Study. A baseline for the study was developed. The SAQA Research Committee, which meets on a quarterly basis, will serve as the reference group to monitor progress on the study. • A five-year research partnership with the Durban University of Technology (DUT) commenced. This venture focuses on researching college-to-university articulation pathways that can inform the effectiveness of NQF policies in relation to articulation. Quarterly meetings are held with the research partner, and involving other relevant stakeholders, to monitor progress.
Further develop and execute action plans for the implementation of NQF Policies	<ul style="list-style-type: none"> • SAQA oversees the implementation of NQF policies. To this end, constant interactions took place at various levels between SAQA and the QCs, as well as DHET and DBE. Implementation was also monitored through the CEO Committee.
Promote the implementation and maximum impact of NQF Policies so that the system better reflects coherence, integration and quality	<ul style="list-style-type: none"> • The Q&S Committee monitored implementation of policies relating to the registration of qualifications and part-qualifications as well as the recognition of professional bodies and the registration of professional designations. Any deviation from these policies were addressed with the relevant entity concerned.



Table 6: Public Positioning Objectives and Achievements

Public Positioning	
Goal statement: Publicly position the NQF through its positive impact and structured advocacy and communications	
Strategic objective	Achievement
Implement the Integrated Communication Strategy to further strengthen the promotion of the NQF to policy makers, policy implementers and policy beneficiaries	<ul style="list-style-type: none"> • The NQF Advisory Service continued to provide information and advice on the NQF to policy implementers and policy beneficiaries who contacted SAQA by phone, e-mail, and by visiting the offices. • The application status for the evaluation of foreign qualifications topped the list of inquiries, followed by the process followed by SAQA to evaluate foreign qualifications, provider accreditation, NQF levels, and career advice. • SAQA participated in 15 international forums. • 685 023 individuals used SAQA's digital media platforms.
Continue to grow the NQF Advisory Service to further SAQA's role in the implementation of the NQF	<ul style="list-style-type: none"> • The NQF Advisory Service continued to support learners with information about the NQF. 67 543 enquiries were received through different channels, including email, face-to-face, social media and telephone.
Continue to encourage and monitor public awareness, understanding and valuing of the NQF as a framework for transformation, articulation and lifelong learning	<ul style="list-style-type: none"> • SAQA made use of various social media platforms to promote the NQF. Stakeholders also used some of these platforms to lodge queries. SAQA actively monitored these platforms and responded to queries timeously. A Dipstick Survey was conducted in the 4th quarter of the reporting period, to establish the level of awareness, understanding and value attributed to SAQA and the NQF by policy makers and implementers. The results of the survey showed a rating of 92% for both target groups.





Table 7: Valuing our Staff Objectives and Achievements

Valuing our Staff	
Goal statement: Optimise capacity, encourage and value the contributions of staff towards organisational effectiveness and excellence in service delivery	
Strategic objective	Achievement
Continue to prioritise the personal, professional and leadership development of staff	<ul style="list-style-type: none"> SAQA committed to ensuring that every staff member engaged in at least one training and development intervention for the year. New staff members undergo six days of induction. Training on governance and SAQA's leave policy took place in the 3rd quarter. In addition, staff were trained on the IBM Solutions Knowledge Management Platform. The 2nd phase of training on the development of Operational Plans and the Risk Management tool were completed in the 4th quarter for Directors and Deputy Directors. Staff sessions on wellness, disability awareness and financial planning were also held.
Maintain an organisation wide Learning and Development Plan	<ul style="list-style-type: none"> An organisation-wide learning and development plan for 2016/17 was in place. All staff members have undergone at least one training intervention for the year.
Sustain the recognition and reward system for staff	<ul style="list-style-type: none"> All staff underwent performance evaluations. Those that qualified for recognition awards received bonuses in the 3rd quarter.
Maintain fair, transparent and consistent recruitment, employment and performance management systems	<ul style="list-style-type: none"> SAQA has established an e-recruitment Portal to receive job applications and manage the short-listing of candidates. Applicants are required to write a competency test as well as undergo computer literacy tests. These test scores are considered together with the interview scores and the job is offered to the candidate who achieves the highest combined score.
Continue to implement an effective succession plan	<ul style="list-style-type: none"> SAQA has established an e-recruitment Portal to receive job applications and manage the short-listing of candidates. Applicants are required to write a competency test as well as undergo computer literacy tests. These test scores are considered together with the interview scores and the job is offered to the candidate who achieves the highest combined score. SAQA developed a succession plan in 2015/16. This plan was updated and finalised in 2016/17 and approved by the Board in March 2017. Training interventions have been designed to capacitate staff to apply for advertised vacancies.



Recognition of Prior Learning

RPL offers lifelong learners a chance to access and progress in the system for education, training, development and work – for their personal development as well as to participate as lifelong learners in the community, civic, and economic aspects of life.

Placing RPL in context:

RPL in South Africa is part of a multi-contextual system. Although it differs in purpose and form across contexts, its overall goal remains to:

- Promote lifelong learning;
- Increase access and redress in education, training, development and work; and
- Enable progression along learning and work pathways.

Essentially, RPL can be used for two purposes: For access to learning, and for credit. RPL has also been used for recognition in workplaces, and in a few cases towards the granting of whole qualifications.

2016/17 update:

The total number of records of the achievement of qualifications through RPL is **31 861** (some learners have more than one achievement via RPL).

On 31 March 2016, the Minister: HET published the RPL Co-ordination Policy to be used in tandem with the SAQA RPL Policy of 2013. The Ministerial RPL Co-ordination Policy provides for the establishment of a national co-ordinating mechanism for RPL in terms of which SAQA and the QCs will implement their RPL Policies.

A peer-reviewed book, *RPL as Specialised Pedagogy: Crossing the Lines*, was co-published by SAQA, the University of the Western Cape (UWC) and the Human Sciences Research Council (HSRC) in August 2016. The book presents the findings of a long-term SAQA Research Partnership with the UWC, which sought to develop an inclusive and contextually relevant model for RPL for South Africa.

In March 2017, SAQA's submission of 'The case of RPL development in South Africa' was accepted together with six other country cases, for adjudication for the 2nd VPL Biennale Prize, where it was awarded the 2nd Prize.





Articulation

Articulation is the process of forming possibilities of connection between qualifications and/or part-qualifications to allow for the vertical, lateral and diagonal movement of learners through the formal education and training system and its linkages with the world of work. It can be understood in at least three different ways:

- Firstly: as 'systemic articulation' that incorporates qualifications, professional designations, policies and various other elements aligned to and supportive of learning and work pathways;
- Secondly: in terms of structuring or aligning qualifications to enable progression in practice, with or without intra- or inter-institutional agreements such as Memoranda of Understanding, CAT, and other mechanisms; and
- Thirdly: in terms of pathways followed by individuals as they progress and are supported in their learning and work by institutions that are flexible in their admission, curriculum, learning and teaching, and learner support systems.

2016/17 update:

Articulation Ombud

Based on extensive research conducted, the SAQA Board advised the Minister: HET on the establishment of an Articulation Ombud function. The need to establish an Articulation Ombud function was documented in the WP PSET. SAQA's advice to the Minister was to set up a dedicated unit to perform the Ombud function, whose focus would be on resolving complaints regarding unfairness in the education and training system in terms of RPL processes and in Credit Accumulation and Transfer (CAT) process and blockages relating to learning pathways and progression – once all other institutional process have been exhausted.

SAQA also advised the Minister on the different options to consider to implement this function:

Option A: Allocate the responsibility to SAQA to serve as the Articulation Ombud; or Option B: Establish an independent body as the Articulation Ombud. If SAQA were allocated this responsibility, it would require additional funding to provide this service. However, if funding is not available in the short-term, then the Articulation Ombud could still be established in the form of a Monitoring and Mediation Committee of the SAQA Board, which would be less resource-intensive. It was noted that this option is unlikely to be sustainable in the medium to long-term.

NLRD 4th Trends Report

On 9 March 2017, SAQA launched its 4th NLRD Trends Report titled '*Pathway Trends: Qualifications Awarded and Learners' Movement across the South African Education and Training System, 1995 – 2014.*' The report reveals that in spite of the numerous challenges encountered in transforming South Africa's inherited dysfunctional education and training system, there was an overall increase in qualification achievements over the 20-year period from 1995 to 2014. In fact, there was an increase of 4% year-on-year in qualification achievements – which is higher than South Africa's current economic growth. The increase in qualification achievements is reflected in all of the three Sub-Frameworks comprising the NQF. The breakdown of qualification achievements by gender, population group, NQF Levels, as well as by qualification types in the report shows an increase in the number of qualification achievements by women in:

- General and Further Education and Training – from 194 234 in 1995 to 283 293 in 2014;
- Non-nursing occupational qualifications – from a handful in 1995 to 31 934 in 2014; and
- Higher education – from 33 347 in 1995 to 116 547 in 2013.



Articulation

The number of qualifications awarded to black learners also increased in:

- General and Further Education and Training – from 49 415 in 1995 to 453 691 in 2014;
- Non-nursing occupational qualifications – from 10 in 1995 to 46 094 in 2014; and
- Higher education – from 32 312 in 1995 to 147 006 in 2013.

Fact sheet on ECD

SAQA produced a fact sheet on Early Childhood Development (ECD) qualification achievements which shows that more learners have achieved qualifications in the Occupational Qualifications Sub-Framework (OQSF) than in the other two Sub-Frameworks.

Research

The implementation of a five-year research partnership between SAQA and DUT commenced in 2016/17. The research being conducted include post-graduate studies by eight students, six in-depth case studies of articulation initiatives, a National Articulation Baseline Study involving HEIs and TVET Colleges, the hosting of four national articulation workshops, and participation in several other research and NQF events.

Simplification

Part of SAQA's mandate is to oversee the development and implementation of the NQF. This means facilitating access to, and mobility and progression within, education, training and career paths. Especially in the South African context, where historical injustice has created a divide in terms of knowledge, information and education among its citizens, it is vital that the NQF is accurate, straightforward and consistent, as well as:

- Easy to access;
- Easy to understand; and
- Easy to navigate.

2016/17 update:

The Ministerial Guidelines for 2015/16 (published on 15 May 2015) require SAQA and the QCs to consider ways of simplifying the NQF. In response, SAQA developed an Action Plan for the Simplification of the NQF. The SAQA Board agreed on a common understanding of the simplification of the NQF at its strategic planning meeting in April 2016 which include the following:

- Clarifying and communicating concepts in understandable and appropriate language to policy makers, policy implementers and policy beneficiaries;
- Examining all policies and processes related to registration, recognition, accreditation and evaluation and recording to ensure that all unnecessary red-tape is eliminated;
- Ensuring that there is no unnecessary duplication and proliferation of qualifications and part-qualifications;
- Correctly allocating all qualifications and part-qualifications to the appropriate sub-frameworks; and
- Identifying systemic gaps and ensuring that these gaps are appropriately addressed.





Simplification

The activities to address each of the areas outlined in the Plan include, among others, convening NQF-media workshops for the NQF Partners; participating in 13 exhibitions during the year (which reached **14 000** stakeholders); and promoting NQF terms on social media platforms. SAQA also reviewed the following policies:

- Policy and Criteria for Evaluating Foreign Qualifications within the NQF;
- Foreign Qualifications Evaluation and Advisory Services Appeal Policy; and
- Foreign Qualifications Evaluation and Advisory Services Revocation Policy.

Other SAQA activities in respect of simplifying the NQF include:

- Preventing the proliferation of qualifications;
- Applying the Policy and Criteria for the Registration of Qualifications and Part-qualifications on the National Qualifications Framework;
- Monitoring learner uptake for all qualifications registered from 2009 and recommend qualifications with no learner uptake after 2 years of registration for de-registration; and
- Correctly allocating qualifications and part-qualifications to sub-frameworks.

NQF Advisory Service

The NQF Advisory Service is a specialised service designed to provide expert information on issues pertaining to the NQF such as CAT, RPL, registration of qualifications and part-qualifications, evaluation of qualifications, verification of qualifications, equivalency of qualifications, recognition of professional bodies and registration of professional designations, provider accreditation, and matters related to the NLRD.

The goal of the NQF Advisory Service is to enable policy makers, policy implementers and policy beneficiaries to better understand the NQF so that they can navigate the NQF with ease and apply it to career paths, thereby facilitating access, mobility and redress in the education and training sector.

2016/17 update:

The NQF Advisory Service continues to support learners who require information about the NQF. A total of **67 543** enquiries were received through the various channels, including email, face-to-face, social media and telephone.

SAQA made use of various social media platforms to promote the NQF. Stakeholders also used some of these platforms to lodge queries. SAQA actively monitored these platforms and responded to queries timeously. We noted a steady increase in the use of the SAQA's digital and social media platforms including an overall increase in digital media reach of **3 464 139**, showing an increase of 10.7% from 2015/16. This included **7 039** Facebook Likes (32.7% increase), **6 535** Twitter followers (25.3% increase) and **182 599** SAQA website users (10.2% increase) compared to the same period during the previous year.



Figure 10: Focus Areas 2016/17

International footprint


- As part of its 20th Birthday celebrations, SAQA hosted an International Seminar on Qualifications Frameworks (ISQFs) on 20 May 2016 in Cape Town. The purpose of this seminar was threefold: 1) to reflect on the key lessons learnt over the 20 years of the development and implementation of the NQF in South Africa and internationally; 2) to contextualise QFs in global developments, including the urgent need to assess the impact of QFs; and 3) to provide insights to inform further QF implementation and development, at sectoral, national, regional, and global levels. SAQA invited 18 experts on Qualifications Frameworks from around the world including the African Union, SADC, UNESCO, Europe, the Middle East, Asia, etc., to reflect on 20 years of QFs implementation and project a future for QFs going forward.
- SAQA also launched the AQVN and hosted the 5th Annual GDN meeting in Cape Town. These events presented a great opportunity for South Africa and the African continent to be part of the global movement for qualifications and skills to be digitally articulated and recognised across countries.
- The Cape Town events served to cement SAQA as an international benchmark organisation in terms of current and future NQF development.
- The following international visits were undertaken:
 -  Brussels (as part of the SADC TCCA EXCO): to learn about the structures needed to implement a regional qualifications framework;
 -  Norway: to learn more about how the qualifications of people at risk and refugees are evaluated to strengthen relationships with institutions that are important information partners; to mutually understand the education and training systems in Norway; and to explore potential opportunities for collaboration; and
 -  Japan: to present at an international symposium on “Industrial Skills Development for Sustainable Growth in Africa”. The presentation focused on the contributions of NQF and 20 years of systematisation of industrial skills development to the South African economy.

Figure 11: International Footprint





Performance Information by Programme

SAQA has six programmes. The programmes are set out in the tables that follow.

Table 8: SAQA Performance Information by Programme

Programme	Sub-Programme	Strategic Objective/s
1. ADMINISTRATION	<i>1.1 Executive Office:</i> responsible for the overall co-ordination and organisational performance in response to SAQA's mandate	Provide bold and competent leadership in the implementation of the NQF Act to the advantage of lifelong learners Facilitate and support the implementation of NQF policies in a simple, coherent and integrated manner; and co-ordinate the work of the NQF partners
	<i>1.2 Finance and Administration:</i> responsible for effective financial and infrastructural governance and resources to support SAQA's objectives	Maintain an effective and efficient Financial Management System
	<i>1.3 Human Resources:</i> responsible for providing strategic and operational support to embrace diversity, environmental sustainability, and social justice and contribute towards the delivery of SAQA's mandate	Provide strategic and operational human resource support to SAQA
	<i>1.4 Information Technology:</i> responsible for effective ICT governance and IT infrastructural resources to support the achievement of organisational objectives and business processes	Develop an effective and efficient IT system that supports SAQA
	<i>1.5 Advocacy, Communication and Support:</i> responsible for informing stakeholders and the public about the NQF, SAQA and related matters	Inform the public about the NQF, SAQA and related matters; and develop an NQF Advisory Service to enable the public to navigate the NQF



Programme	Sub-Programme	Strategic Objective/s
2. REGISTRATION AND RECOGNITION	Responsible for registering nationally relevant and internationally comparable qualifications and part-qualifications that meet national criteria and articulates across sub-frameworks; and recognising professional bodies and registering professional designations on the (NQF) NLRD	Register qualifications and part-qualifications; and recognise professional bodies and register professional designations on the (NQF) NLRD
3. NATIONAL LEARNERS' RECORDS DATABASE	Responsible for maintaining and further developing the NLRD's functionality which serves as the key national source of information for human resource and skills development in terms of policy, infrastructure and planning 3.1 VERIFICATIONS PROJECT: responsible for verifying the authenticity of national qualifications	Maintain and further develop the National Learners' Records Database
4. FOREIGN QUALIFICATIONS, EVALUATION AND ADVISORY SERVICES	Responsible for evaluating foreign qualifications against set criteria including verification of the authenticity of qualifications and comparison of foreign qualifications with similar qualifications on the South African NQF	Provide a foreign qualifications evaluation and advisory service
5. RESEARCH	Responsible for conducting evidence-based research to evaluate the impact of the NQF and inform the development and further implementation of the NQF	Facilitate and support the implementation of NQF policies in a simple, coherent and integrated manner; and conduct research on issues of importance to the NQF
6. INTERNATIONAL LIAISON	Responsible for liaising with international partners on matters concerning qualifications frameworks and sharing best practice within the NQF family	Ensure effective international collaboration and benchmarking

This Report is based on the *Revised* Annual Performance Plan for 2016/17 that was submitted to the Executive Authority on 15 September 2016 and approved on 2 March 2017.





Table 9: Programme 1: Executive Office Strategic Objectives

Programme 1					
1.1 Executive Office					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Provide bold and competent leadership in the implementation of the NQF Act to the advantage of lifelong learners	<p>Progress reported at the CEO Committee meetings quarterly</p> <p>NQF Implementation Framework for 2015-2020 approved by the CEO Committee and the SAQA Board</p> <p>Report produced, approved by SAQA Board and sent to Minister</p>	Monitor and oversee the implementation of the NQF Implementation Framework for 2015 – 2020	<p>Progress with implementation is discussed at each of the 4 meetings of the CEO Committee</p> <p>A Tracking Grid is used to monitor progress with implementation. The Tracking Grid is updated prior to each CEO Committee meeting</p>	No	-
	Report produced, approved by SAQA Board and sent to Minister	Report on progress with Ministerial Guidelines 16/17 completed	Completed report on progress against 2015/16 Ministerial Guidelines and submitted it to the Minister	<p>Yes</p> <p>Reported on 2015/16 Ministerial Guidelines</p>	<p>The Minister did not publish Guidelines for 2016/17, so SAQA reported against the 2015/16 Guidelines</p> <p>Guidelines for 2017/18 were received on 11 April 2017</p>



Programme 1					
1.1 Executive Office					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	Produced monthly statistics on misrepresentation Sent 5 reports on statistics to the Minister	Produce bi-monthly reports on misinformation about national and foreign qualifications and local institutions operating outside of the NQF	Produced a report bi-monthly and sent all 6 reports to the Minister	No	-
	N/A	Develop the Register of Misrepresented Qualifications and providers operating outside the NQF	Draft Register developed and discussed at CEO Committee The Draft Register was noted by EXCO on 8 February 2017, and will be submitted for approval together with the Policy on the Misrepresentation of Qualifications in 2017/18	No	-





Programme 1

1.1 Executive Office

Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Implementation and adherence to NQF Policies monitored and co-ordinated	<p>The following policies were developed and approved: Verifications Appeals Policy, Professional Bodies Appeals Policy and Foreign Qualifications Revocation Policy</p> <p>The Foreign Qualifications Appeals Policy was reviewed, updated and approved</p> <p>The Draft Policy on Misrepresented Qualifications was developed and handed over to the Minister</p>	2 policies or guidelines reviewed	<p>The following two policies were reviewed:</p> <p>Foreign Qualifications Appeals Policy</p> <p>Policy and Criteria for the Evaluation of Foreign Qualifications within the SA NQF</p> <p>The former policy was posted on SAQA's website and the latter policy was gazetted on 31 March 2017</p>	No	-
	-	Provide advice to the Minister on all requested matters or as deemed necessary	Provided advice to Minister on SAQA implementing the Articulation Ombuds function	No	-



Programme 1					
1.1 Executive Office					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	Input provided into the Minister's Draft RPL Policy, and the Ministerial Guidelines 2015/16 and the Draft Ministerial Guidelines 2016/17	Provide input and comments on draft policies / legislation as required	<p>Comments were provided on the following:</p> <ul style="list-style-type: none"> • Draft Articulation Policy • Draft NQF Amendment Bill • Draft M&E Policy for CET colleges • Draft Position Paper on Online Programme Offerings 	No	-
	Report on the System of Collaboration approved by the SAQA Board and sent to Minister	Implement the System of Collaboration to guide mutual relations between SAQA and the QCs and report annually on its effectiveness	<p>Produced report on collaboration between SAQA and the QCs</p> <p>Report was approved by SAQA Board and submitted to Minister</p>	No	-
	Report on SAQA's contribution to the Articulation Action Plan was produced and approved by SAQA Board	Review and further implement SAQA's contribution to the Articulation Action Plan	<p>Reviewed and further implemented SAQA's contribution to the Articulation Action Plan</p> <p>Produced report on implementation of SAQA's portion of the Articulation Action Plan</p>	No	-





Table 10: Programme 1: Executive Office Performance Indicators

Programme 1							
1.1 Executive Office							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
1. NQF Implementation Framework for 2015 – 2020 (as monitoring tool) developed and approved	N/A	<p>Developed the draft Framework for 2015 – 2020 for discussion at the February 2015 CEO Committee meeting</p> <p>The draft Framework served at the SAQA Board meeting in March 2015</p> <p>QCs are currently providing input into the document</p>	NQF Implementation Framework for 2015-2020 approved by the CEO Committee and the SAQA Board	1.1 Monitor and oversee the implementation of the NQF Implementation Framework for 2015 – 2020	<p>Implemented NQF Implementation Framework 2015-2020</p> <p>Progress with implementation is discussed at each of the 4 meetings of the CEO Committee</p> <p>A Tracking Grid is used to monitor progress with implementation</p> <p>The Tracking Grid is updated for each CEO Committee meeting</p>	No	-



Programme 1							
1.1 Executive Office							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
2. Ministerial guidelines to address priorities of the NQF implemented	<p>The Minister confirmed that he will not be publishing guidelines for 2013/14</p> <p>Implementation of the priorities as indicated in the Guidelines for 2012/13 continued</p>	Completed the report on progress against the Ministerial Guidelines for 2014/15	Report produced, approved by SAQA Board and sent to Minister	2.1 Report on progress with Ministerial Guidelines 16/17 completed	Completed report on progress against 2015/16 Ministerial Guidelines and submitted it to the Minister	Yes Reported on 2015/16 Ministerial Guidelines	The Minister did not publish Guidelines for 2016/17, so SAQA reported against the 2015/16 Guidelines. Guidelines for 2017/18 were received on 11 April 2017
3.1 Produce Bi-Monthly reports on misinformation about national and foreign qualifications and cases reported to SAPS	N/A	N/A	<p>Produced monthly statistics on misrepresentation</p> <p>Sent 5 reports on statistics to the Minister</p>	3.1 Produce Bi-Monthly reports on misinformation about national and foreign qualifications and local institutions operating outside of the NQF	<p>6 Reports on qualification misrepresentation were produced (one every 2nd month) and the overall statistics reported to the Minister</p> <p>A List of Misrepresented Qualifications is maintained</p>	No	-





Programme 1

1.1 Executive Office

Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
3.2 Develop the Register of Misrepresented Qualifications and providers operating outside the NQF				3.2 Develop the Register of Misrepresented Qualifications and providers operating outside the NQF	<p>The Draft Register was developed and presented to the CEO Committee on 25 Nov 2016 and EXCO on 8 February 2017</p> <p>The Register will be submitted for approval together with the Policy on the Misrepresentation of Qualifications in 2017/18</p>	No	-



Programme 1							
1.1 Executive Office							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
4. Number of NQF policies or guidelines implemented or reviewed and simplified and implemented	<p>The RPL Policy was launched at the RPL Conference (23-26 Feb 2013)</p> <p>National Assessment Policy Reference Group was appointed and assisted with the development of a draft Policy</p> <p>Credit Accumulation and Transfer Policy was appointed and assisted with the development of a draft Policy</p> <p>A progress report on the Articulation Policy was submitted to the Minister: HET</p>	SAQA developed and updated the tracking grid which serves as a progress report for the CEO Committee Developed and updated the report on oversight and monitoring of the implementation of SAQA NQF Policies	<p>The following policies were developed and approved:</p> <p>Verifications Appeals Policy, Professional Bodies Appeals Policy and Foreign Qualifications Revocation Policy</p> <p>The Foreign Qualifications Appeals Policy was reviewed, updated and approved</p> <p>The Draft Policy on Misrepresented Qualifications was developed and handed over to the Minister</p>	4.1 2 policies or guidelines reviewed	<p>The following two policies were reviewed:</p> <ul style="list-style-type: none"> • <i>Foreign Qualifications Appeals Policy</i> • <i>Policy and Criteria for the Evaluation of Foreign Qualifications within the SA NQF</i> <p>The former policy was posted on SAQA's website and the latter policy was gazetted on 31 March 2017</p>	No	-





Programme 1							
1.1 Executive Office							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
5. Provide leadership in the regulatory and policy debates, and influence and contribute to the formulation of government policy		<p>A consolidated report on the separate sets of advice provided to the Minister was produced;</p> <p>The report included the Briefing Note on the priorities of the NQF and SAQA's role, comments on the Ministerial Priorities and Guidelines, both for 2014/15 and for 2015/16, and the development of a Fraud Register and the implications of making this public</p>		5.1 Provide advice to the Minister on all requested matters or as deemed necessary	Provided advice to Minister on SAQA implementing the Articulation Ombuds function	No	-

Programme 1							
1.1 Executive Office							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	<p>SAQA provided comments/ inputs to the following draft legislation and policies:</p> <ul style="list-style-type: none"> * Framework for Qualification Standards in Higher Education; * National Skills Development Strategy III; * Responses to the position papers of the QCs (SAQA position) for the Great Debate; * DBE Infrastructure Regulations; * Trade Test Regulations; and * Draft Immigration Regulations of the Dept. of Home Affairs 		<p>Input provided into the Minister's Draft RPL Policy, and the Ministerial Guidelines 2015/16 and the Draft Ministerial Guidelines 2016/17</p>	<p>5.2 Provide input into legislation and policies as required</p>	<p>SAQA commented on:</p> <ul style="list-style-type: none"> * Draft Articulation Policy; * Draft NQF Amendment Bill; * Draft M&E Policy for CET colleges; and * Draft Position Paper on Online Programme Offerings 	No	-





Programme 1							
1.1 Executive Office							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	SAQA provided inputs on the draft White Paper for Post-School Education and Training during the second quarter of the financial year						
6. Annual report on effective collaboration approved	The System of Collaboration was revised in May 2013, and continued to guide mutual relations during the year under review	Produced the annual report on effective collaboration The Chairperson of the CEO Committee approved the report	Report on the System of Collaboration approved by the SAQA Board	6.1 Implement the System of Collaboration to guide mutual relations between SAQA and the QCs and report annually on its effectiveness	Produced report on collaboration between SAQA and the QCs Report approved by SAQA Board and submitted to Minister	No	-

Programme 1							
1.1 Executive Office							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
7. Report on Implementation of Action Plan on Articulation	<p>Advice was submitted to the Minister on 13 June 2013 on:</p> <p>The Draft Policy on Articulation pathways on the NQF; A third qualification type at Level 5 of the GFETQSF; The relationship between professional designations and sub-frameworks; and Unfair exclusionary practices in the professional body landscape</p> <p>SAQA conducted an audit of access (articulation) of policies of universities</p>	Produced a progress report on SAQA's contribution to the Articulation Action Plan	Report on SAQA's contribution to the Articulation Action Plan was produced and approved by SAQA Board	7.1 Review and further implement SAQA's contribution to the Articulation Action Plan	<p>Reviewed and further implemented SAQA's contribution to the Articulation Action Plan</p> <p>Produced report on implementation of SAQA's portion of the Articulation Action Plan</p>	No	-





Programme 1

1.1 Executive Office

Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	The CEO Committee approved the Standard Glossary of Terms in July 2013. SAQA piloted the app (NQFpedia) among the stakeholders for final input						



Executive Office

Table 11: Programme 1: Finance and Administration Strategic Objectives

Programme 1					
1.2 Finance and Administration					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Maintain an effective and efficient Financial Management system	Received an unqualified audit report for 2014/15 from the Auditor-General	Achieve a clean audit report	Received an unqualified audit report for 2015/16 from the Auditor-General	Yes An unqualified audit opinion was achieved	<p>The reasons for not getting a clean audit are because:</p> <p>The AG identified some Material Mis-statements in the annual performance report for auditing (DRR, DFQEAS, NLRD) which were then subsequently corrected.</p> <p>One procurement transaction with a value greater than R500 000 was concluded without the necessary Board approval for the procurement deviation. This resulted in irregular expenditure which was subsequently condoned and approved by the Board.</p>





Programme 1

1.2 Finance and Administration

Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	SAQA's finance policies and procedures are aligned to the PFMA and National Treasury Regulations The relevant finance policies were reviewed to ensure alignment with the National Treasury Instruction Note. The reviewed policies were approved by the Board	Achieve 100% compliance with National Treasury requirements	Maintained 100% compliance with National Treasury requirements	No	-
	SAQA produced 12 monthly management accounts and 4 quarterly reports in the format used for reporting to DHET SAQA also developed four quarterly reports in the format required by National Treasury	Produce and submit timeously 12 monthly management accounts and 4 quarterly reports	Produced and submitted timeously 12 monthly management accounts and 4 quarterly reports The quarterly reports were approved by the Finance Committee before being submitted to National Treasury and the Minister	No	-



Table: 12 Programme 1: Finance and Administration Performance Indicators

Programme 1							
1.2 Finance and Administration							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
8. Achieve a clean audit report	16 th Unqualified Audit Report received	Received a clean and unqualified audit report for 2013/14 from the Auditor-General	Received an unqualified audit report for 2014/15 from the Auditor-General	8.1 Receive a clean audit report	Achieved an unqualified audit report for 2015/16	Yes An unqualified audit opinion was achieved	<p>The reasons for not getting a clean audit were:</p> <p>The AG identified some Material Mis-statements in the annual performance report for auditing (DRR, DFQEAS, NLRD) which were then subsequently corrected.</p> <p>One procurement transaction with a value greater than R500 000 was concluded without the necessary Board approval for the procurement deviation. This resulted in irregular expenditure which was subsequently condoned and approved by the Board.</p>





Programme 1							
1.2 Finance and Administration							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
9. Percentage of compliance with National Treasury requirements	<p>Finance policies and procedures aligned to the PFMA and National Treasury Regulations</p> <p>Effective and adequate controls in place</p>	<p>Aligned SAQA's financial policies and procedures to the PFMA and National Treasury Regulations</p> <p>Reviewed the relevant finance policies to align them with the National Treasury Instruction Note. The Board approved the reviewed policies</p>	<p>SAQA's finance policies and procedures are aligned to the PFMA and National Treasury Regulations</p> <p>The relevant finance policies were reviewed to ensure alignment with the National Treasury Instruction Note. The reviewed policies were approved by the Board</p>	9.1 Achieve 100% compliance with National Treasury requirements	Maintained 100% compliance with National Treasury requirements	No	-

Programme 1

1.2 Finance and Administration

Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	12 x monthly management accounts produced 4 Quarterly reports completed and submitted timeously	Produced 12 monthly management accounts and 4 quarterly reports in in line with National Treasury requirements	Produced 12 monthly management accounts and 4 quarterly reports in in line with National Treasury requirements	9.2 Produce and submitted timeously 12 monthly management accounts and 4 quarterly reports	Produced and submitted timeously 12 monthly management accounts and 4 quarterly reports The quarterly reports were approved by the Finance Committee before being submitted to National Treasury and the Minister	No	-



Finance and Administration





Table 13: Programme 1: Human Resources Strategic Objectives

Programme 1					
1.3 Human Resources					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Provide strategic and operational human resource support to SAQA	Submitted the Workplace Skills Plan and Annual Training Report by 30 April 2015	WSP, ATR and EE Plan submitted by legislated deadline	100% compliant with HR legislation Workplace Skills Plan and Annual Training Report submitted to ETDP SETA on 30 April 2016	No	-
	Submitted the Employment Equity Report online to the Department of Labour by 31 January 2016		100% compliant with HR legislation Submitted Employment Equity report online to Department of Labour on 11 January 2017	No	-
	Developed and approved performance contracts for all staff	100% of staff contracts approved	100% of staff contracts developed and approved	No	-
	Completed all staff assessments	100% of staff assessed	100% of staff were assessed against their performance contracts	No	-
	Approved Learning and Development Plans for each directorate	SAQA-wide and Directorate Learning and Development Plans approved	SAQA-wide and Directorate Learning and Development Plans were approved	No	-
	Approved Learning and Development Plan for SAQA				



Programme 1					
1.3 Human Resources					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	-	All SAQA staff members participated in at least one learning and development intervention	All SAQA staff members participated in at least one learning and development intervention 60% of SAQA Learning & Development Plan was implemented	No	-
	Staff who qualified received performance bonuses	100% of staff who qualify are recognised and rewarded	100% of staff who qualified for bonuses in previous financial year were recognised and rewarded	No	-
	Service provider still busy with benchmarking exercise	Develop and approve Succession Plan for SAQA	The Succession Plan for senior management and critical posts was developed The Board approved SAQA's Succession Plan on 10 March 2017	No	-





Table 14: Programme 1: Human Resources Performance Indicators

Programme 1							
1.3 Human Resources							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
10. Percentage of compliance with all human resource regulations and legislation	<p>WSP and ATR submitted to ETDP SETA as required</p> <p>Clean audit on HR policy and legislative compliance</p>	<p>SAQA's Human Resource policies fully complied with all human resource legislation and regulations</p> <p>Reviewed all relevant HR policies were reviewed and amended where necessary, to be in line with the latest legislation</p> <p>Submitted the Workplace Skills Plan and Annual Training Report were submitted on 27 May 2014, after an extension of 1 month was granted</p>	Submitted the Workplace Skills Plan and Annual Training Report by 30 April 2015; and	10.1 WSP, ATR and EE Plan submitted by legislated deadline	<p>100% compliant with HR legislation</p> <p>Workplace Skills Plan and Annual Training Report submitted to ETDP SETA on 30 April 2016</p>	No	-





Programme 1							
1.3 Human Resources							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	EE Plan was reviewed and a report submitted online to Dept. of Labour	Submitted the Employment Equity Report online to the Dept. of Labour on 15 January 2015	Submitted the Employment Equity Report online to the Dept. of Labour by 31 January 2016		100% compliant with HR legislation Submitted Employment Equity report online to DOL on 11 January 2017		
11. Percentage of staff performance contracts developed and approved	N/A	Developed and approved performance contracts for all staff	Developed and approved performance contracts for all staff	11.1 100% of staff contracts approved	100% of staff contracts were developed and approved	No	-
12. Percentage of staff assessed	Still in process, 50% of staff assessed by year-end	Completed all staff assessments	Completed all staff assessments	12.1 100% of staff assessed	100% of staff were assessed against their performance contracts	No	-





Programme 1							
1.3 Human Resources							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
13. Organisation-wide and directorate learning and development plans developed and approved		<p>Fully implemented learning and development activities across SAQA</p> <p>Received and collated the Learning and Development Plans for all Directorates into the Organisational Learning and Development Plan</p>	<p>Approved Learning and Development Plans for each Directorate</p> <p>Approved Learning and Development Plan for SAQA</p>	13.1 SAQA-wide and Directorate Learning and Development Plans approved	Learning and Development Plan was developed and approved	No	-
	62% planned training implemented	Produced a report on the implementation of the Learning and Development Plans		13.2 All SAQA staff members participated in at least one learning and development intervention	<p>All SAQA staff members participated in at least one learning and development intervention</p> <p>60% of SAQA Learning & Development Plan was implemented</p>	No	-

Programme 1							
1.3 Human Resources							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
14. Approved remuneration system implemented for all staff	N/A	<p>Interim Remuneration System approved by Remuneration and Human Resources Committee and implemented</p> <p>Developed a draft Terms of Reference on Recognition and Rewards</p> <p>SAQA's Remuneration and Human Resources Committee approved the appointment of a service provider to investigate and recommend an appropriate Recognition and Rewards model</p>	<p>Staff who qualified received performance bonuses</p> <p>Service provider still busy with benchmarking exercise</p>	14.1 100% of staff who qualify are recognised and rewarded	100% of staff who qualified for bonuses in previous financial year were recognised and rewarded	No	-





Programme 1

1.3 Human Resources

Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
15. Succession Plan for Senior Management and critical posts as per policy	-	-	-	15.1 Develop and approve Succession Plan for SAQA	<p>The Succession Plan for senior management and critical posts was developed</p> <p>The Board approved SAQA's Succession Plan on 10 March 2017</p>	No	-



Human Resources



Table 15: Programme 1: Information Technology Strategic Objectives

Programme 1					
1.4 Information Technology					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Develop an effective and efficient IT System that supports SAQA	<p>Developed the Integrated Knowledge Management System</p> <p>Completed functionality testing</p> <p>Approved the Knowledge Management Strategy and Plan</p>	Implement an integrated knowledge management system	<p>Implemented an integrated knowledge management system</p> <p>A service contract was signed with service provider to assist with implementation</p> <p>Staff (user) consultations took place</p> <p>Staff were trained on the Knowledge Management System</p>	No	-
	<p>Board approved ICT Enterprise Architecture</p> <p>Prepared procurement plan and budget for 2016-2017</p>	An ICT Enterprise Architecture in place and implemented	<p>100% compliance with IT governance, legislation, regulations and codes of best practice</p> <p>The ICT Enterprise Architecture was approved and implemented</p>	No	-
	Servers were kept online more than 95% of the time throughout the year		Servers Uptime exceeded 95% for the year	No	-





Programme 1

1.4 Information Technology

Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	<p>Fully complied with all IT related legislation</p> <p>Board approved the Enterprise Architecture</p> <p>I&IT Committee recommended COBIT priority objectives for Board approval</p> <p>Reviewed the Information Security policy</p>		<p>100% compliant with relevant IT legislation</p> <p>The IT Director reported on all the IT legislation that SAQA complied with</p>	No	-



Table 16: Programme 1: Information Technology Performance Indicators

Programme 1							
1.4 Information Technology							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Target to Actual Achievement for 2016/17	Comment on Deviation
16. A coordinated and integrated knowledge and information system in place	N/A	Approved the Knowledge Management Strategic Framework	<p>Developed the Integrated Knowledge Management System</p> <p>Completed functionality testing</p> <p>Board approved the Knowledge Management Strategy and Plan</p>	16.1 Implement an integrated knowledge management system	<p>A service contract was signed with service provider to assist with implementation</p> <p>Staff (user) consultations took place</p> <p>Staff were trained on the Knowledge Management System</p>	No	-
17. Percentage of compliance with all IT governance legislation, regulations and codes of best practice	The Revised Policy on Information Security was approved by the Board and meets the requirements of the IT Governance Framework	Approved the IT Enterprise Architecture document that includes the ICT Procurement Strategy, Migration Plan/ Policy	<p>Board approved the ICT Enterprise Architecture</p> <p>Prepared the procurement plan and budget for 2016-2017</p>	17.1 An ICT Enterprise Architecture in place and implemented	<p>100% compliance with IT governance, legislation, regulations and codes of best practice</p> <p>The ICT Enterprise Architecture was approved and implemented</p>	No	-





Programme 1							
1.4 Information Technology							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Target to Actual Achievement for 2016/17	Comment on Deviation
	Uptime of IT systems exceeded 95%	Uptime was 95%	Servers were kept online more than 95% of the time throughout the year		Servers Uptime exceeded 95% for the year	No	-
	<p>The reviewed IT Governance Framework and IT Charter were reviewed by the Board</p> <p>An ICT Management Framework was created and approved by the Board</p> <p>The revised Policy on Information Security and Policy on Change Control were approved by the Board</p>	<p>Fully complied with all IT governance, legislation, regulations and codes of best practice</p> <p>Compiled the User Access Management procedures and revised and implemented the Patch Management process</p> <p>Updated the IT Policy Catalogue</p>	<p>Fully complied with all IT related legislation</p> <p>Board approved the Enterprise Architecture</p> <p>I&IT Committee recommended COBIT priority objectives for Board approval</p> <p>Reviewed the Information Security Policy</p>		<p>100% compliant with relevant IT legislation</p> <p>The IT Director reported on all the IT legislation that SAQA complied with</p>	No	-



Programme 1

1.4 Information Technology

Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Target to Actual Achievement for 2016/17	Comment on Deviation
	The Policy on Electronic Communication was revised and submitted to the I&IT Committee who referred it back for further consideration						



Information Technology





Table 17: Programme 1: Advocacy, Communication and Support Strategic Objectives

Programme 1					
1.5 Advocacy, Communication and Support					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Develop an NQF Advisory Service to enable the public to navigate the NQF	Produced report on the implementation of Phase One of the NQF Advisory Service Strategy	Phase One further implemented	Produced report on further implementation of Phase One of NQF Advisory Service strategy The report was approved by the CEO	No	-
Inform the public about the NQF, SAQA and related matters	A total of 607 802 individuals used one of SAQA's digital media platforms during the year	650 000 people using SAQA/NQF digital (including social media) platforms	685 023 individuals used one of SAQA's social media platforms	Yes The number of stakeholders using one of SAQA's social media platforms exceeded expectations	The target was exceeded It is difficult to meet the target 100% and therefore, the achievement over target is commendable
	Policy Implementers Awareness, Understanding and Value (AUV) increased from 93% to 96% over last year and by 23% over baseline (2013/14). Policy Makers AUV increased from 92% - 96% in the last year and improved by 18% over the baseline (2013/14)	Maintain 95% rating for awareness, understanding and value for policy makers and policy implementers	A rating of 92% awareness, understanding and value was reported for policy makers and policy implementers	Yes The target of 95% was not achieved	The sample for this survey was not scientifically drawn; so the margin of error could not be determined Even though the absolute number was not achieved, SAQA is encouraged by the trend observed over the last three years, with more than 90% of the target groups showing an awareness



Table 18: Programme 1: Advocacy, Communication and Support Performance Indicators

Programme 1							
1.5 Advocacy, Communication and Support							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
18. An NQF advisory service to further the implementation of the NQF is in place	N/A	The Board approved the concept document in March 2015 Implementation of the NQF Advisory Service will commence on 1 April 2015	Produced report on the implementation of Phase One of the NQF Advisory Service Strategy	18.1 Phase One further implemented	Produced report on the further implementation of Phase One of the NQF Advisory Service Strategy The report was approved by the CEO	No	-





Programme 1							
1.5 Advocacy, Communication and Support							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
19. Number of people using digital (including social media) platforms increased	<p>SAQA had a presence on social media sites including Twitter and Facebook</p> <p>#SAQALIVE attracted 475 followers</p> <p>SAQA's tweets on the National Skills conference trended twice during the event</p> <p>The third social media campaign on Mxit, CAS website and Facebook were rolled out from mid-September to mid-October 2013</p>	SAQA's social media platforms showed the following activity: SAQA website, Facebook, Twitter, Google+, LinkedIn had 168 344 users/ followers/likes and 757 387 impressions	A total of 607 802 individuals used one of SAQA's digital media platforms during the year	19.1 650 000 people using SAQA/NQF digital (including social media) platforms	685 023 individuals used one of SAQA's social media platforms	Yes The number of stakeholders using one of SAQA's social media platforms exceeded expectations	The target was exceeded It is difficult to meet the target 100% and therefore, the achievement over target is commendable

Programme 1							
1.5 Advocacy, Communication and Support							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
20. Percentage of the three target audiences' awareness, understanding and value of the NQF	<p>3 Research studies conducted to investigate the opinions and perceptions of policy makers, implementers and beneficiaries</p> <p>The studies gauged the awareness, understand and value of SAQA's role, responsibilities and services</p> <p>The studies are key in monitoring and evaluation of SAQA's advocacy and communications activities</p>	<p>The overall increase in Awareness, Understanding and Value (AUV) was measured as follows: Policy Makers (18%) and Policy Implementers (23%)</p>	<p>Policy Implementers AUV increased from 93% to 96% over last year and by 23% over baseline (2013/14)</p> <p>Policy Makers AUV increased from 92% - 96% in the last year and improved by 18% over the baseline (2013/14)</p>	20.1 Maintain 95% rating for awareness, understanding and value for policy makers and policy implementers	A rating of 92% awareness, understanding and value was reported for policy makers and policy implementers	<p>Yes</p> <p>The target of 95% was not achieved</p>	<p>The sample for this survey was not scientifically drawn; so the margin of error could not be determined</p> <p>Even though the absolute number was not achieved, SAQA is encouraged by the trend observed over the last three years, with more than 90% of the target groups showing an awareness, understanding and value of SAQA and the NQF</p>





Advocacy, Communication and Support

Programme 1: Contribution to SAQA's Strategic Goals

Programme 1 comprises the support areas of SAQA. The Executive Office has provided leadership to SAQA as well as to the Quality Councils in the implementation of the NQF Act. The Executive Office has set the tone for building and maintaining relationships with SAQA's stakeholders; namely, the Minister: Higher Education and Training, the Department of Higher Education and Training, the Department of Basic Education, the council on Higher Education, the Quality Council for Trades and Occupations and UMALUSI. The Executive Office also manages SAQA's relationships with the Board and its Committees. The Executive Office steers the implementation of SAQA's strategy that was set by the Board.

Finance and Administration is responsible for coordinating SAQA's budget and reporting timeously to National Treasury and the Minister on matters relating to the budget and requirements of the PFMA.

The Human Resource directorate is responsible for ensuring that SAQA adheres to all relevant HR legislation whilst assisting the directorates to recruit new staff, drive staff training and development and manage the performance of all staff.

The IT directorate maintains SAQA's IT infrastructure that supports its work.

The Advocacy, Communications and Support directorate is responsible for driving SAQA's mandate of publicising and popularising the NQF. This directorate communicates with stakeholders through a variety of channels.

Comment on deviations

Deviations on each of the deliverables have been explained in the far right column.





Table 19: Programme 2: Registration and Recognition Strategic Objectives

Programme 2					
Registration and Recognition					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Register qualifications and part-qualifications	<p>SAQA processed 100% of the qualifications and part-qualifications recommended by the Quality Councils for registration on the NQF:</p> <p>Registered 178 Higher Education qualifications</p> <p>A further 61 were recommended for registration by the Qualifications & Standards Committee in March 2016 (<i>and approved by the Board in April 2016</i>)</p> <p>Registered 37 Occupational qualifications</p> <p>A further 7 were recommended for registration by the Qualifications & Standards Committee in March 2016 (<i>and approved by the Board in April 2016</i>)</p>	Process 100% of qualifications and part- qualifications recommended by the QCs annually	<p>Processed 100% of qualifications and part-qualifications recommended by the QCs</p> <p>Received 447 new recommendations from QCs</p> <p>Returned: 36 qualifications</p> <p>411 qualifications met criteria for registration</p> <p>In addition:</p> <p>Registered 361 qualifications on the NQF and recorded 10 learning programmes</p>	<p>Yes</p> <p>The number of registered qualifications was reported</p>	<p>It is not possible to plan for the number of qualifications that will be registered each year since SAQA can only register qualifications that are recommended by the QCs</p> <p>In the interests of our stakeholders, additional information on the number of qualifications that were registered was reported</p>



Programme 2					
Registration and Recognition					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	Registered 1 Basic Education qualification				
	Registered a total of 216 qualifications in this financial year				
	N/A	Monitor Learner uptake for all qualifications registered from 2009 and recommend qualifications with no learner uptake after 2 years of registration for de-registration	SAQA identified historically registered qualifications on the OQSF that are no longer in use and brought this list to the attention of the QCTO The QCTO recommended 78 qualifications for de-registration The Board approved the de-registration of these qualifications	No	-
	N/A	Develop proposal to map 5 articulation pathways for learners sampled from NLRD	Developed proposal to map 5 articulation pathways for learners sampled from NLRD Proposal will be submitted to Board for approval in the next financial year before articulation pathways are mapped	Yes The draft proposal was not submitted to the Board for approval in this financial year	The target was partially met The proposal was completed by the end of the financial year, but was not in time to be presented to the Board





Programme 2					
Registration and Recognition					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Recognise professional bodies and register professional designations	<p>SAQA processed 100% of the applications received from professional bodies and 100% of applications for professional designations</p> <p>Recognised 13 professional bodies and registered 36 professional designations</p>	100% of applications for the recognition of Professional bodies and registration of their professional designations are processed annually	<p>Processed 100% of applications for the recognition of professional bodies and registration of their professional designations</p> <p><i>Professional bodies:</i></p> <p>Carried over 19 PB applications from previous cycle that were processed</p> <p>Received 9 new PB applications for recognition</p> <p>Closed and returned 4 PB applications</p> <p>5 PBs met criteria for recognition</p> <p>In addition, 8 PBs were recognised and 16 PBs were carried over to next cycle</p>	<p>Yes</p> <p>The number of professional bodies that were recognised and professional designations that were registered was reported</p>	<p>It is not possible to plan for the number of professional bodies that will be recognised or the professional designations that will be registered since SAQA can only recognise professional bodies and register their professional designations if professional bodies apply for and meet all the criteria for recognition</p> <p>In the interests of our stakeholders, additional information on the number of professional bodies that were recognised and professional designations registered in the period was reported</p>

Programme 2					
Registration and Recognition					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
			<p><i>Professional designations:</i></p> <p>Carried over 72 designations from previous cycle</p> <p>Received 64 new PD applications for registration</p> <p>Returned 1 PD applications</p> <p>63 PDs met criteria for registration</p> <p>In addition, 49 PDs were registered and 85 PDs were carried over to next cycle</p>		
	35.4% of the professional bodies that were recognised by 31 March 2014, were monitored	8 professional bodies that have been recognised for at least two years (by 31 March 2015), are monitored	10 of the 72 professional bodies that were recognised for at least two years (by 31 March 2015), were monitored	Yes The target was exceeded by 2 additional professional bodies having been monitored	The target was exceeded More professional bodies were monitored because of resource availability due to fewer than anticipated new applications for professional body recognition having been received





Programme 2

Registration and Recognition

Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	<p>This equates to 23 of 65 professional bodies recognised by 31 March 2014, having been monitored for compliance against the Policy and Criteria for Recognition of Professional Bodies</p> <p>A further 37 of these professional bodies were monitored for compliance in the previous financial year</p> <p>In total, 92.3% of professional bodies recognised by 31 March 2014 have been monitored to date</p>		<p>This equates to 13.9% of the professional bodies recognised up to 31 March 2015, having been monitored</p> <p>In addition, a further 23 professional bodies were monitored against the Policy and Criteria for re-recognition</p>	<p>In addition, a further 23 out of 39 (60%) professional bodies were monitored for re-recognition</p>	<p>It should be noted that 37 of the professional bodies had been monitored in 2014/15 and 23 in 2015/16. Altogether, 70 of the 72 (97.2%) professional bodies had been monitored since its recognition</p> <p>There was no target set in this financial year for monitoring of professional bodies for re-recognition, but it was felt that the monitoring should begin in this financial year in order to ensure that all 39 professional bodies would be monitored before the end of the next financial year</p>



Table 20: Programme 2: Registration and Recognition Performance Indicators

Programme 2							
Registration and Recognition							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
21. Percentage of qualifications and part-qualifications recommended by the QCs registered using the Policy and Criteria for the registration of qualifications and part-qualifications on the NQF	198 qualifications evaluated/ reviewed met the requirements of the Policy and Criteria and were registered on the NQF	<p>Processed 100% of the qualifications and part-qualifications recommended by the Quality Councils for registration on the NQF:</p> <p>Registered 195 Higher Education qualifications and 27 Occupational qualifications</p> <p>In total 222 qualifications met the requirements for registration</p>	<p>SAQA processed 100% of the qualifications and part-qualifications recommended by the Quality Councils for registration on the NQF:</p> <p>Registered 178 Higher Education qualifications A further 61 were recommended for registration by Qualifications & Standards Committee in March 2016 (<i>and approved by the Board in April 2016</i>)</p>	21.1 100% of qualifications and part-qualifications recommended by the QCs are processed annually	<p>Processed 100% of qualifications and part-qualifications recommended by the QCs</p> <p>Received 447 new recommendations from QCs</p> <p>Returned: 36 qualifications</p> <p>411 qualifications met criteria for registration</p> <p>In addition:</p> <p>Registered 361 qualifications on the NQF and recorded 10 learning programmes</p>	<p>Yes</p> <p>The number of registered qualifications was reported</p>	<p>It is not possible to plan for the number of qualifications that will be registered each year since SAQA can only register qualifications that are recommended by the QCs</p> <p>In the interests of our stakeholders, additional information on the number of qualifications that were registered was reported</p>





Programme 2							
Registration and Recognition							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
			<p>Registered 37 Occupational qualifications</p> <p>A further 7 were recommended for registration by the Qualifications & Standards Committee in March 2016 (<i>and approved by the Board in April 2016</i>)</p> <p>Registered 1 Basic education qualification</p> <p>Registered a total of 216 qualifications this financial year</p>				

Programme 2							
Registration and Recognition							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
22. Percentage of professional bodies and professional designations processed using the professional bodies' policy and criteria	<p>All applications that were received from professional bodies were processed</p> <p>21 Professional bodies met the requirements of the Policy and Criteria for recognition</p> <p>53 professional designations, of the 21 professional bodies recognised, were registered</p>	<p>Processed 100% of the applications received for professional bodies' recognition and the registration of professional designations</p> <p>Recognised 8 professional bodies and registered 19 designations</p>	<p>SAQA processed 100% of the applications received from professional bodies and 100% of applications for the registration of professional designations</p> <p>Recognised 13 professional bodies and registered 36 designations for the financial year</p>	22.1 100% of applications for the recognition of professional bodies and registration of their professional designations are processed annually	<p>Processed 100% of applications for the recognition of professional bodies and registration of their professional designations</p> <p><i>Professional bodies:</i></p> <p>Carried over 19 PB applications from previous cycle that were processed</p> <p>Received 9 new PB applications for recognition</p> <p>Closed and returned 4 PB applications</p>	<p>Yes</p> <p>The number of professional bodies that were recognised and professional designations that were registered was reported</p>	<p>It is not possible to plan for the number of professional bodies that will be recognised or the professional designations that will be registered since SAQA can only recognise professional bodies and register their professional designations if professional bodies apply for and meet all the criteria for recognition</p>





Programme 2							
Registration and Recognition							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
					<p>In addition:</p> <p>8 PBs were recognised and 16 PBs were carried over to next cycle</p> <p><i>Professional designations:</i></p> <p>Carried over 72 designations from previous cycle</p> <p>Received 64 new PD applications for registration</p> <p>Returned 1 PD applications</p> <p>63 PDs met criteria for registration</p> <p>In addition:</p> <p>49 PDs were registered and 85 PDs were carried over to next cycle</p>		In the interests of our stakeholders, additional information on the number of professional bodies that were recognised and professional designations registered in the period was reported

Programme 2							
Registration and Recognition							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
23. Percentage of professional bodies monitored	N/A	<p>Monitored 50.1% of the recognised professional bodies</p> <p>This equates to 37 of 73 recognised professional bodies</p>	<p>35.4% of the professional bodies that were recognised by 31 March 2014, were monitored</p> <p>This equates to 23 of 65 professional bodies recognised by 31 March 2014, having been monitored for compliance against the Policy and Criteria for Recognition of Professional Bodies</p> <p>A further 37 of these professional bodies were monitored for compliance in the previous financial year</p>	23.1 8 professional bodies that have been recognised for at least two years (by 31 March 2015), are monitored	<p>10 of the 72 professional bodies that were recognised for at least two years (by 31 March 2015), were monitored</p> <p>This equates to 13.9% of the professional bodies recognised up to 31 March 2015, having been monitored for the year</p> <p>In addition, a further 23 professional bodies were monitored against the Policy and Criteria for re-recognition</p>	<p>Yes</p> <p>The target was exceeded by 2 additional professional bodies having been monitored</p> <p>In addition, a further 23 out of 39 (61.5%) professional bodies were monitored for re-recognition</p>	<p>The target was exceeded</p> <p>More professional bodies were monitored because of resource availability due to fewer than anticipated new applications for professional body recognition having been received</p> <p>It should be noted that 37 of the professional bodies had been monitored in 2014/15 and 23 in 2015/16. Altogether, 70 of the 72 (97.2%) professional bodies had been monitored since their recognition</p>





Programme 2							
Registration and Recognition							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
			In total, 92.3% of professional bodies recognised by 31 March 2014 have been monitored to date				There was no target set in this financial year for monitoring of professional bodies for re-recognition, but it was felt that the monitoring should begin in this financial year in order to ensure that all 39 professional bodies would be monitored before the end of the next financial year

Programme 2							
Registration and Recognition							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
24. The NQF is simplified and articulation pathways are clearly visible	N/A	N/A	N/A	24.1 Monitor Learner uptake for all qualifications registered from 2009 and recommend qualifications with no learner uptake after 2 years of registration for de-registration	<p>SAQA identified historically registered qualifications on the OQSF that are no longer in use and brought this list to the attention of the QCTO</p> <p>The QCTO recommended 78 qualifications for de-registration</p> <p>The Board approved the de-registration of these qualifications</p>	No	-





Programme 2							
Registration and Recognition							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	N/A	N/A	N/A	24.2 Develop proposal to map 5 articulation pathways for learners sampled from NLRD	Developed proposal to map 5 articulation pathways for learners sampled from NLRD Proposal will be submitted to Board for approval in the next financial year before articulation pathways are mapped	Yes The draft proposal was not submitted to the Board for approval in this financial year	The target was partially met The proposal was completed by the end of the financial year, but was not in time to be presented to the Board

Programme 2: Contribution to SAQA's Strategic Goals

The Registration and Recognition directorate (DRR) is responsible for registering nationally relevant and internationally comparable qualifications and part-qualifications that meet national criteria and articulates across sub-frameworks; and recognising professional bodies and registering professional designations. This function is core to SAQA and is specifically mentioned in the NQF Act, from which SAQA derives its mandate.

Comment on deviations

Process in the context of qualifications means to compare 100% of applications for registration of qualifications received from the Quality Councils (QCs) to the Policy and Criteria for the Registration of Qualifications and Part-Qualifications on the NQF. Applications that do not meet the criteria are returned to the relevant QC with a request for missing information. Those that meet the criteria are submitted to the Qualifications & Standards (Q&S) Committee for recommendation to the Board.

It is not possible to plan for the number of qualifications that will be registered each year since SAQA can only register qualifications that are recommended by the QCs. However, SAQA can manage the time taken from receipt of recommendations from QCs to processing the qualification against the Policy and Criteria. This is the measure that is used as the performance indicator.

In the interests of our stakeholders, additional information on the number of qualifications that were registered for each Sub-Framework is reported.

Process in the context of professional bodies means to compare 100% of applications received from professional bodies, to the Policy and Criteria for the Recognition of Professional Bodies and the Registration of Professional Designations. Applications that do meet the criteria are returned to the applicant with a request for missing information. Those that do meet the criteria are submitted to the Qualifications & Standards Committee for recommendation to the Board.

The same argument explained above holds true for professional bodies and their professional designations.

Once the Board has approved the registration of the qualifications, they are registered on the NQF. Board approval is also required for the recognition of professional bodies and for their professional designations to be entered into the Register of Professional Designations on the NLRD. In the interests of our stakeholders, additional information on the number of professional bodies that were recognised and the number of professional designations that were registered is reported.

Further comments on deviations were made in the column on the far right in the table above.



Registration and Recognition





Table 21: Programme 3: National Learners' Records Database Strategic Objectives

Programme 3					
National Learners' Records Database					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Maintain and further develop the National Learners' Records Database	Successfully loaded 100% of all data received from QCs in July and August 2015	100% of all data received from QCs that meet the criteria is successfully loaded twice per year	100% of all data received from QCs that met the criteria were successfully loaded in the 2 nd and 4 th quarters	No	-
	Successfully loaded 100% of all data received from QCs in January and February 2016				
	Successfully loaded all data received in April and May 2015 from professional bodies	100% of all data received from Professional Bodies that meet the criteria is successfully loaded twice per year	100% of all data received from Professional Bodies that met the criteria were successfully loaded in the 1 st and 3 rd quarters	No	-
	Successfully loaded all data received in October and November 2014 from professional bodies				
		Make available 7 searchable databases 95% of the time	7 searchable databases were available 98% of the time	Yes The target was exceeded by 3%	SAQA managed to make the databases available longer than originally anticipated



Programme 3					
National Learners' Records Database					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	<p>Produced the NLRD Annual Comprehensive Report for 2015/16 In summary, the report contained the following information:</p> <p>A total of 1 078 302 learners were added to the NLRD 856 702 qualification achievements were recorded</p> <p>The NLRD contains information on 16 819 020 learners, 13 411 070 achievements and 28 969 qualifications achieved through RPL by 26 379 learners</p> <p>Produced quarterly tables on information added to NLRD Produced the 4th Trends Report</p>	<p>Produce 1 report quarterly on learner achievements added to NLRD</p> <p>Produce 1 Annual Comprehensive Report</p>	<p>Produced 1 report quarterly on number of learner achievements added to NLRD</p> <p>Produced Annual Comprehensive Report for financial year and submitted it to Minister</p>	No	-





Programme 3

3.1 Verifications Project

Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Maintain and further develop the National Learners' Records Database	<p>Processed a total of 8 518 batches</p> <p>355 batches were rejected</p> <p>8 163 batches moved to the verification stage</p> <p>A total of 72 543 individual records (qualifications) were verified</p>	Process 100% of applications for verifications received in the financial year	<p>100% of applications for verifications received in the financial year were processed</p> <p>Received 10 598 batches</p> <p>Returned 1 017 batches</p> <p>9 581 batches met criteria for verification</p> <p>In addition:</p> <p>Verified 9 581 batches containing 81 833 individual records</p>	<p>Yes</p> <p>Additional information was provided</p> <p>The actual number of batches (9 581) and individual records (81 833 qualifications) verified were also reported</p>	<p>It is not possible to predict how many qualifications will be submitted for verification. We can only therefore commit to processing all requests for verification received.</p> <p>In the interests of our stakeholders, additional information was provided on the number of qualifications that were verified</p>
		Invoice 100% of clients within 30 days of completing the verifications process	Invoiced 100% of clients within 30 days of completing the verifications process	No	-
	Produced 4 quarterly progress reports	Produce Quarterly progress reports (4 reports in total)	Produced Quarterly progress reports (4 reports in total)	No	-



Table 22: Programme 3: National Learners' Records Database Performance Indicators

Programme 3							
National Learners' Records Database							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
25. Percentage of successfully submitted data from QCs that has been successfully loaded	All of the regular data suppliers loaded all of their data during the July-August and the Jan-Feb loading periods	Successfully loaded 100% of all data received in July and August 2014 from QCs Successfully loaded 100% of all data received in January and February 2015 from QCs	Successfully loaded 100% of all data received from QCs in July and August 2015 Successfully loaded 100% of all data received from QCs in January and February 2016	25.1 100% of all data received from QCs that meet the criteria is successfully loaded twice per year	100% of all data received from QCs that met the criteria were successfully loaded in the 2 nd and 4 th quarters	No	-
26. Percentage of successfully submitted data from professional bodies that has been successfully loaded	N/A	Successfully loaded 100% of all data received in April and May 2014 from professional bodies Successfully loaded 100% of all data received in October and November 2014 from professional bodies	Successfully loaded all data received in April and May 2015 from professional bodies Successfully loaded all data received in October and November 2014 from professional bodies	26.1 100% of all data received from professional bodies that meet the criteria are successfully loaded twice per year	100% of all data received from Professional Bodies that met the criteria were successfully loaded in the 1 st and 3 rd quarters	No	-





Programme 3							
National Learners' Records Database							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
27. Number of searchable databases available to the public				27.1 Make available 7 searchable databases 95% of the time	7 searchable databases were available 98% of the time	Yes The target was exceeded by 3%	SAQA managed to make the databases available longer than originally anticipated
28. Number of Comprehensive Reports based on information in the NLRD	With the CHE, the NLRD produced an analysis of the number of people who moved between the public and private HE system	Produced the NLRD Annual Comprehensive Report for 2014/15	<p>Produced the NLRD Annual Comprehensive Report for 2015/16</p> <p>In summary, the report contained the following information:</p> <p>A total of 1 078 302 learners were added to the NLRD</p> <p>856 702 qualification achievements were recorded</p>	28.1 Produce 1 Annual Comprehensive Report on NLRD data	Produced Annual Comprehensive Report for financial year and submitted it to Minister	No	-



Programme 3							
National Learners' Records Database							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
			The NLRD contains information on 16 819 020 learners, 13 411 070 achievements and 28 969 qualifications achieved through RPL by 26 379 learners				
	N/A	Not a deliverable in 2014/15	Produced quarterly tables on information added to NLRD	28.2 Produce 1 report quarterly on learner achievements added to NLRD	Produced 1 report quarterly on number of learner achievements added to NLRD	No	-
29. Number of trends reports produced every 2 nd year	The NLRD also launched the key report from the previous year titled "Work-related qualifications and part-qualifications registered on the NQF: Trends 2002-2011"	No target for 2014/15 The next Trends Report will be produced in 2015	Produced 4 th Trends Report	29.1 No target for 2016/17	-	No	-





Programme 3							
3.1 Verifications Project							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
30. Provide a qualifications verifications service that finalises a percentage of applications received	N/A	<p>Captured and processed 4 717 batches of records and issued 10 563 transcripts</p> <p>Produced progress reports for each quarter</p>	<p>100% of applications for verifications were processed</p> <p>Processed a total of 8 518 batches</p> <p>355 batches were rejected</p> <p>8 163 batches moved to the verification stage</p> <p>A total of 72 543 individual records (qualifications) were verified</p>	30.1 Process 100% of applications for verifications received in the financial year	<p>100% of applications for verifications received in the financial year were processed</p> <p>Received 10 598 batches</p> <p>Returned 1 017 batches</p> <p>9 581 batches met the criteria for verification</p> <p>In addition:</p> <p>Verified 9 581 batches containing 81 833 individual records</p>	<p>Yes</p> <p>Additional information was provided</p> <p>The actual number of batches (9 581) and individual records (81 833 qualifications) verified were also reported</p>	<p>It is not possible to predict how many qualifications will be submitted for verification. We can only therefore commit to processing all requests for verification received.</p> <p>In the interests of our stakeholders, additional information was provided on the number of qualifications that were verified</p>
31. Percentage of clients invoiced for completed verification results				31.1 100% of clients invoiced within 30 days for verifications completed	Invoiced 100% of clients within 30 days of completing the verifications process	No	-
32. Number of reports produced indicating progress with the Verifications project	N/A	Produced progress reports for each quarter	Produced (4) quarterly progress reports	32.1 Produce Quarterly progress reports (4 reports in total)	Produced Quarterly progress reports (4 reports in total)	No	-

Programme 3: Contribution to SAQA's Strategic Goals

The NLRD directorate is responsible for maintaining and further developing the National Learners' Records Database's functionality which serves as the key national source of information for human resource and skills development in terms of policy, infrastructure and planning.

The Verifications Project is responsible for verifying the authenticity of national qualifications. Both of these functions are mentioned in the NQF Act and the NQF Amendment Bill respectively.

Comment on deviations

It is not possible to predict how many qualifications will be submitted for verification. We can only therefore commit to processing all requests for verification received. (Processed in this context means that all applications received electronically are checked against set information requirements. Those found to be non-compliant are returned to the client. Compliant submissions proceed to the Verification stage. This target measures timeliness of first response against set criteria).



National Learners' Records Database





Verifications project



Table 23: Programme 4: Foreign Qualifications Evaluation and Advisory Services Strategic Objectives

Programme 4					
Foreign Qualifications Evaluation and Advisory Services					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Provide a foreign qualifications Evaluation and Advisory Service	Board approved the Policy for the Evaluation of Foreign Qualifications within the SA NQF on 2 December 2015 Published the policy in the Government Gazette on 30 December 2015	Monitoring report on the implementation of the approved policy framework	Produced monitoring report on implementation of approved Policy & Criteria for the Evaluation of Foreign Qualifications in the SA NQF	No	-
	100% of applications were processed In total SAQA: Received and processed 24 942 applications Returned 3 647 non-compliant applications Registered 21 295 applications for evaluation Received further information on 10 446 applications from previous financial years Compared and recognised 23 622 foreign qualifications	Process 100% of all applications	Processed 100% of all applications received in the following manner: Received 25 395 new applications Returned 3 716 non-compliant applications Registered 21 679 compliant applications for evaluation (met criteria for evaluation) In addition, we compared and recognised 25 188 qualifications	Yes Additional information on the number of foreign qualifications that were compared and recognised (25 188) was reported	It is not possible to predict how many qualifications will reach the final stage of comparison and recognition in any given year because of the reliance on external partners for information and the reactivation of old applications as new information is provided In the interests of our stakeholders, we reported on foreign qualifications that were compared and recognised during the year





Programme 4					
Foreign Qualifications Evaluation and Advisory Services					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	<p>Produced report on misrepresented qualifications in the evaluation of foreign qualifications and the number of initiatives undertaken to counteract document fraud</p> <p>During the current year, SAQA recorded 111 cases of misrepresented foreign qualifications, which was included in the report</p> <p>The initiative to improve detection processes include embarking on a pilot project to verify the authenticity of every qualification received for evaluation from 5 selected countries. The countries selected account for about 60% of applications received</p>	Produce annual trends report on misrepresented foreign qualifications	Produced the annual Trends Report on Misrepresented Foreign Qualifications	No	-

Table 24: Programme 4: Foreign Qualifications Evaluation and Advisory Services Performance Indicators

Programme 4							
Foreign Qualifications Evaluation and Advisory Services							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
33. An approved policy framework for the recognition of foreign qualifications in line with the NQF Act implemented	N/A	The Board approved the Draft Policy for the Evaluation of Foreign Qualifications within the SA NQF for public comment Published the Draft Policy in the Government Gazette	Board approved the Policy for the Evaluation of Foreign Qualifications within the SA NQF on 2 December 2015 Published the policy in the Government Gazette on 30 December 2015	33.1 Monitoring report on the implementation of the approved policy framework	Produced monitoring report on implementation of approved Policy & Criteria for the Evaluation of Foreign Qualifications in the SA NQF	No	-
34. Percentage of applications for evaluation of foreign qualifications are processed	N/A	100% of applications were processed In total SAQA: Received and registered 35 729 applications Declined 3 791 applications Compared and recognised 32 381 qualifications	100% of applications were processed In total SAQA: Received and processed 24 942 applications Returned 3 647 non-compliant applications	34.1 Process 100% of applications received	Processed 100% of all applications received in the following manner: Received 25 395 new applications Returned 3 716 non-compliant applications	Yes Additional information on the number of foreign qualifications that were compared and recognised (25 188) was reported	It is not possible to predict how many qualifications will reach the final stage of comparison and recognition in any given year because of the reliance on external partners for information and the reactivation of old applications as new information is provided





Programme 4							
Foreign Qualifications Evaluation and Advisory Services							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
			<p>Registered 21 295 applications for evaluation</p> <p>Received further information on 10 446 applications from previous financial years</p> <p>Compared and recognised 23 622 foreign qualifications</p>		<p>Registered 21 679 compliant applications for evaluation</p> <p>In addition, we compared and recognised 25 188 qualifications</p>		In the interests of our stakeholders, we reported on foreign qualifications that were compared and recognised during the year
35. Register on misrepresented qualifications developed, approved and maintained	N/A	Produced a report on qualifications found to be misrepresented in the evaluation of foreign qualifications and included a number of initiatives undertaken to counteract document fraud	Produced report on misrepresented qualifications in the evaluation of foreign qualifications and the number of initiatives undertaken to counteract document fraud	35.1 Produce annual trends report on misrepresented foreign qualifications	Produced the annual Trends Report on Misrepresented Foreign Qualifications	No	-



Programme 4							
Foreign Qualifications Evaluation and Advisory Services							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
		<p>During the current year, SAQA recorded 454 cases of misrepresented qualifications</p> <p>The initiative to counteract document fraud included the start of establishing a document bank and piloting of the online verification of Certificates of Evaluation initiative</p>	<p>During the current year, SAQA recorded 111 cases of misrepresented foreign qualifications, which was included in the report</p> <p>The initiative to improve detection processes include embarking on a pilot project to verify the authenticity of every qualification received for evaluation from 5 selected countries. The countries selected account for about 60% of applications received</p>				





Programme 4: Contribution to SAQA's Strategic Goals

The Foreign Qualifications Evaluation and Advisory Services is responsible for evaluating foreign qualifications against set criteria including the verification of the authenticity of qualifications and comparison of foreign qualifications with similar qualifications on the South African NQF. The NQF Act lists this function as SAQA's mandate.

Comment on deviations

Processed in this context means that all applications received electronically are checked against set information requirements. Those found to be non-compliant are returned to the client. Compliant submissions proceed to the Verification stage. This target measures timeliness of first response against set criteria.



Foreign Qualifications Evaluation and Advisory Services





Foreign Qualifications Evaluation and Advisory Services





Foreign Qualifications Evaluation and Advisory Services



Table 25: Programme 5: Research Strategic Objectives

Programme 5					
Research					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
<p>Facilitate and support the implementation of NQF policies in a simple, coherent and integrated manner; and</p> <p>Conduct research on issues of importance to the NQF</p>	<p>Produced and approved the Research Partnership Monitoring Report</p> <p>Signed contract with new research partner (<i>Durban University of Technology</i>)</p>	Report produced giving details of research partnerships facilitated, progress with existing partnerships and partnerships concluded	Produced Report giving details of research partnerships facilitated, progress with existing partnerships and partnerships concluded	No	-
	<p>Produced shortened report on NQF Impact Study 2014</p> <p>Held workshop with stakeholders to discuss report</p>	Disseminate the 2014 NQF Impact Study summary report	The 2014 NQF Impact Study summary report was disseminated to stakeholders	No	-
	N/A	Produce progress report on work achieved towards the 2017 NQF Impact Study	Produced progress report on work achieved towards the 2017 NQF Impact Study	No	-
		Produce one SAQA Bulletin	Produced one SAQA Bulletin		
	Produced and approved draft concept document on SAQA's role in Ombuds function	Research report on SAQA's role in the Ombuds function completed and approved	A Research report on SAQA's role in the ombudsman function was completed and approved by the Board	No	-





Table 26: Programme 5: Research Performance Indicators

Programme 5							
5. Research							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
36. Research partnerships facilitated, maintained, and finalised	<p>SAQA UWC RPL project completed all 12 deliverables on time</p> <p>SAQA-Rhodes Learning Pathways project achieved 6 of 8 deliverables on time</p> <p>Worker Education Project completed on time</p> <p>Mapping of Community Development qualifications running 6 weeks behind schedule</p>	Produced final reports on the research partnerships with UWC and Rhodes University	<p>Produced and approved the Research Partnership Monitoring Report</p> <p>Signed contract with new research partner (Durban University of Technology)</p>	36.1 Report produced giving details of research partnerships facilitated, progress with existing partnerships and partnerships concluded	Produced Report giving details of research partnerships facilitated, progress with existing partnerships and partnerships concluded	No	-
37. Progress Report on NQF Impact Study	N/A	The NQF Impact Study 2014 report was finalised and approved by the SAQA Board in March 2015	<p>Produced shortened report on NQF Impact Study; and</p> <p>Held workshop with stakeholders to discuss report</p>	37.1 Disseminate the 2014 NQF Impact Study findings	The 2014 NQF Impact Study summary report was disseminated to stakeholders	No	-





Programme 5							
5. Research							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	N/A	N/A	N/A	37.2 Produce progress report on work done towards the 2017 NQF Impact Study	Produced progress report on work achieved towards the 2017 NQF Impact Study	No	-
38. Number of SAQA bulletins produced	SAQA distributed the following 2 Bulletins: <ul style="list-style-type: none"> • RPL Bulletin; and • HESA/EU/ SAQA Bulletin on the Bologna Process 	Produced and published 2 research Bulletins dealing with the Recognition of Prior Learning (RPL) and Credit Accumulation & Transfer (CAT). Both Bulletins include articles on international trends	Produced and distributed SAQA Bulletin <ul style="list-style-type: none"> Included two articles on international trends 	38.1 Produce one SAQA Bulletin	Produced one SAQA Bulletin	No	-
39. Research undertaken on Ombud function for SAQA	N/A	Prepared a draft concept document on SAQA's role in the Ombuds function for further discussion	Produced and approved Draft Concept document on SAQA's role in Ombuds function	39.1 Research report on SAQA's role in the ombudsman function completed and approved	A Research report on SAQA's role in the ombudsman function was completed and approved by the Board	No	-





Programme 5: Contribution to SAQA's Strategic Goals

The Research directorate is responsible for conducting evidence-based research to evaluate the impact of the NQF and inform the development and further implementation of the NQF.

Comment on deviations

There were no deviations from the performance targets set.



Research



Table 27: Programme 6: International Liaison Strategic Objectives

Programme 6					
International Liaison					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
Ensure effective international collaboration and benchmarking	<p>Produced article based on the Addis Convention that focused on the mutual recognition of qualifications</p> <p>Produced article on <i>Good Practice Guidelines for Learning not Leading to a Qualification or Part-Qualification</i></p> <p>Published both articles in Business Brief</p>	Produce two documents on international best practice	<p>Published 1st article produced by Jens Bjornaveld in the SAQA Bulletin and shared it with the NQF family and international stakeholders</p> <p>Produced 2nd article on SADC Qualifications Framework entitled: Building trust for better movement. Article published on SAQA website</p>	No	-
	Completed revision of the Malaysian Benchmarking report	One benchmarking report produced	Produced report outlining benchmarking activities between SAQA and National Qualifications Authority of UAE	No	-





Programme 6					
International Liaison					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	<p>We participated in:</p> <p>Study visit to Turkey</p> <p><i>Groningen Declaration Network (GDN)</i> meeting in Malaga</p> <p><i>UNESCO Informal Working Group on Addis Convention</i></p> <p><i>Pan African Quality Assurance Accreditation</i> conference in Ghana</p> <p><i>UNESCO Committee of Experts on Developing the Global Convention</i></p>	Attend two forums	<p>Presented at meeting of the 4th UNESCO Committee of Experts (CoEs) on World Reference Levels in Cape Town</p> <p>Visited Chinese Ministry of Education with DHET to finalise a qualifications bilateral agreement between SA and China</p> <p>Meeting with Higher Education Degree Datacheck (HEDD) in UK</p> <p>Presented at European Association for International Education (EAIE) meeting in UK</p> <p>Chaired and presented at a SADC Technical Committee on Certification and Accreditation (TCCA) meeting in Johannesburg</p>	<p>Yes</p> <p>We exceeded the target by 13 forums</p>	The target was exceeded because we received invitations which allowed us to move faster and achieve much more than we initially anticipated



Programme 6					
International Liaison					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
			<p>Presentations delivered at: conference in Paris (Scarce jobs & sustainable development; Global trends & local challenges); 9th Annual International Conference of Education, Research and Innovation in Spain;</p> <p>Chaired and presented at SADC Secretariat meeting in Botswana on implementation of SADC QF</p> <p>Participated in Conference on Getting Organised for Better Qualifications and 5th Committee of Experts meeting on World Reference Levels, in Brussels</p> <p>Participated in an exchange visit to the National Students Clearing House in the USA</p>		





Programme 6

International Liaison

Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
			<p>Participated in a study visit to the Norwegian Agency for Quality Assurance in Education (NOKUT) and a study visit to the European Commission in Brussels</p> <p>Presented at the European Qualifications Framework (EQF) Advisory Group meeting in Brussels</p> <p>Presented at the International Symposium for Industrial Skills Development of Sustainable Growth for Africa and Japan</p>		





Programme 6					
International Liaison					
Strategic Objective	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
	Completed and submitted the research report on trends related to the <i>National Standards for Teachers and School Leaders</i> to the Commonwealth Secretariat	Produce one report	Produced report on “Hope for qualifications recognition”	No	-
	Hosted a workshop with NQF family on the Addis Convention Hosted a seminar on <i>Professional standards for Teachers and School Leaders: A review of developments in South Africa</i>	Organise one stakeholder seminar for Groningen Declaration Network	Organised the GDN Annual Meeting arranged for 17–19 May 2016 in Cape Town	No	-
	Received public comment and engaged with stakeholders on the Guidelines for Good Practice on Learning that does not Lead to a Qualification or Part-Qualification	Produce/review one guideline/policy	Produced guideline document, including roadmap and timelines, for the pilot study for African countries to align to the SADC Qualifications Framework	No	-





Table 28: Programme 6: International Liaison Performance Indicators

Programme 6							
International Liaison							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
40. Two documents produced informing NQF partners and other stakeholders about international best practice	N/A	Published the Glossary of Terms (NQFpedia) online and in hard copy Completed the UNESCO research report on <i>World Reference Levels</i>	Produced an article based on the Addis Convention that focused on the mutual recognition of qualifications Produced article on <i>Good Practice Guidelines for Learning not leading to a Qualification or Part-Qualification</i> Published both articles in Business Brief	40.1 Produce two documents on international best practice	Published 1 st article produced by Jens Bjornaveld in the SAQA Bulletin and shared it with the NQF family and international stakeholders Produced 2 nd article on SADC Qualifications Framework entitled: Building trust for better movement. Article published on SAQA website	No	-
41. Number of benchmarking reports produced or benchmarking workshops held	N/A	Completed the benchmarking exercise with Malaysia and produced a report on the findings	Completed the revision of the <i>Malaysian Benchmarking</i> report	41.1 One benchmarking report produced	Produced report outlining benchmarking activities between SAQA and National Qualifications Authority of UAE	No	-





Programme 6

International Liaison

Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
42. Number of international forums in which to participate in order to share best practice	SAQA participated in the following two international forums: * Tuning workshops attended; and * Paper presented at the Stirling University conference	SAQA participated in: The Ethiopia International NQF Conference in June 2014 The Experts meeting on <i>Recognition of Studies in Higher Education</i> held in July 2014; <i>UNESCO World Reference Levels of Learning Outcomes</i> meeting in September 2014; The <i>UNEVOC Global TVET Forum</i> on 13 and 14 October 2014	SAQA participated in: Study visit to Ankara, Turkey <i>Groningen Declaration Network</i> (GDN) meeting in Malaga <i>UNESCO Informal Working Group on Addis Convention</i> <i>Pan African Quality Assurance Accreditation</i> Conference in Ghana <i>UNESCO Committee of Experts on Developing the Global Convention</i>	42.1 Attend two forums	Presented at meeting of the 4 th UNESCO Committee of Experts (CoEs) on World Reference Levels in Cape Town Visited Chinese Ministry of Education with DHET to finalise a qualifications bilateral agreement between SA and China Meeting with Higher Education Degree Datacheck (HEDD) in UK Presented at European Association for International Education (EAIE) meeting in UK	Yes We exceeded the target by 13 forums	The target was exceeded because we received invitations which allowed us to move faster and achieve much more than we initially anticipated



Programme 6							
International Liaison							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
		The Conference of States for the re-launch of the Revised Arusha Convention on 11 and 12 December 2014 as part of the official South African delegation			<p>Chaired and presented at a SADC Technical Committee on Certification and Accreditation (TCCA) meeting in Johannesburg</p> <p>Presentations delivered at: conference in Paris (Scarce jobs & sustainable development; Global trends & local challenges); 9th Annual International Conference of Education, Research and Innovation in Spain;</p>		



Programme 6							
International Liaison							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
					<p>Chaired and presented at SADC Secretariat meeting in Botswana on implementation of SADC QF</p> <p>Participated in Conference on Getting Organised for Better Qualifications and 5th Committee of Experts meeting on World Reference Levels, in Brussels</p> <p>Participated in an exchange visit to the National Students Clearing House in the USA</p>		





Programme 6							
International Liaison							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
					<p>Participated in a study visit to the Norwegian Agency for Quality Assurance in Education (NOKUT) and a study visit to the European Commission in Brussels</p> <p>Presented at the European Qualifications Framework (EQF) Advisory Assurance in Education (NOKUT) and a study visit to the European Commission in Brussels</p> <p>Presented at the European Qualifications Framework (EQF) Advisory Group meeting in Brussels</p>		



Programme 6							
International Liaison							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
					Presented at the International Symposium for Industrial Skills Development of Sustainable Growth for Africa and Japan		
43. Number of trends analyses conducted on international developments	<p>SAQA conducted trends analyses on the following two international developments:</p> <ul style="list-style-type: none"> * Trends analysis of digital technologies (CAT paper); and * Analysis of Level Descriptors used in the international context 	SAQA published the report on <i>Professional Teacher Standards</i> for the Commonwealth	Completed and submitted research report on trends related to national standards for teachers and school leaders to Commonwealth Secretariat	43.1 Produce one report	Produced report on "Hope for qualifications recognition"	No	-





Programme 6							
International Liaison							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
44. Number of workshops or seminars hosted to inform stakeholders about relevant international development	SAQA hosted a CAT workshop	SAQA hosted a workshop on the use of level descriptors in February 2015	Hosted workshop with NQF family on Addis Convention Hosted seminar on <i>Professional Standards for Teachers and School Leaders: A review of developments in South Africa</i>	44.1 Organise one stakeholder seminar for Groningen Declaration Network	Organised the GDN Annual Meeting arranged for 17 – 19 May 2016 in Cape Town	No	-
45. Number of approved guidelines or policies developed or reviewed	SAQA developed the following two NQF policies: <ul style="list-style-type: none">• CAT Policy; and• Assessment Policy	SAQA developed / reviewed the following guidelines / policies: <i>Guidelines for Good Practice on Learning that does not Lead to a Qualification or Part-Qualification</i> was approved by the SAQA Board and published in the Government Gazette for public comment at the end of this financial period	Received public comment and engaged with stakeholders on the <i>Guidelines for Good Practice on Learning that does not Lead to a Qualification or Part-Qualification</i>	45.1 One guideline/policy document produced / reviewed	Produced guideline document, including roadmap and timelines, for the pilot study for African countries to align to the SADC Qualifications Framework	No	-



Programme 6							
International Liaison							
Performance Indicator	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from Planned Target to Actual Achievement for 2016/17	Comment on Deviation
		The Credit Accumulation and Transfer (CAT) Policy and National Policy; and Criteria for Designing and Implementing Assessment for NQF Qualifications and Part-Qualifications and Professional Designations in SA were approved and published in the Government Gazette in December 2014					





Programme 6: Contribution to SAQA's Strategic Goals

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

Comment on deviations

Even though this directorate planned to attend two forums, many more opportunities arose for staff members across different directorates to participate in forums. This allowed SAQA to move its international agenda forward at a much faster rate.



International Liaison



Summary of Financial Information

Revenue Collection

Table 29: Revenue Collection for 2016/17

Sources of Revenue	2016/17			2015/16		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Government Grant	56,895	56,895	-	54,757	54,757	-
Evaluation Fees - DFQEAS	35,000	23,765	11,235	29,000	21,852	7 148
Verifications Fee income	7,000	8,682	(1,682)	6,500	8,485	(1 985)
Interest Received	1,900	2,203	(303)	1,650	1,981	(331)
Rental Income	1,200	1,218	(18)	1,200	1,259	(59)
Sundry Income	4,200	3,904	296	4,200	3,523	677
Total	106,195	96,667	9,528	97,307	91,857	5,450





Programme Expenditure

Table 30: Programme Expenditure for 2016/17

Programme and Sub-Programme Name	2016/17			2015/16		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
1. Administration & Support						
1.1 Executive Office	9,140	9,543	(404)	8,476	8,398	78
1.2 Finance & Administration	16,609	16,420	189	16,465	16,382	83
1.3 Human Resources	5,059	4,832	227	5,780	4,317	1,463
1.4 Information Technology	11,982	12,404	(422)	10,221	9,960	261
1.5 Advocacy, Communication & Support	11,576	10,640	936	11,127	10,868	259
2. Directorate Recognition and Registration	9,542	8,494	1,049	9,088	7,625	1,463
3. National Learners' Records Database including Verifications Project	15,001	14,081	920	13,701	12,091	1,610
4. Directorate Foreign Qualifications Evaluation and Advisory Services (DFQEAS)	26,845	26,032	812	24,723	23,825	898
5. Research	4,636	4,152	484	5,091	3,034	2,057
6. International Liaison	2,396	1,914	482	2,135	2,272	(137)
Total	112,785	108,512	4,273	106,807	98,772	8,035

Capital Expenditure

Table 31: Capital Expenditure for 2016/17

Capital Expenditure	2016/17			2015/16		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Land and Buildings	730	169	561	1,800	995	805
IT Equipment	2,000	1,935	65	1,270	1,203	67
Motor Vehicles	-	-	-	-	-	-
Furniture and Fixtures	400	172	228	350	392	(42)
Intangible Assets	-	1,140	(1,140)	-	1,112	(1,112)
Total	3,130	3,416	(286)	3,420	3,702	(282)







Introduction

As a public entity, bound by the principles of the PFMA, SAQA continuously works towards improving our already sound governance processes. Our commitment to the principles of openness, integrity, efficiency, accountability and compliance as reflected in the King Code of Governance Principles 2009 (King III) is evident in SAQA's unbroken record of unqualified audit reports over its 20 years of existence.

The 6th SAQA Board, which was appointed in February 2016, with effect from 1 January 2016, together with each of the Committees, completed annual self-assessments to measure their effectiveness and performance in subscribing to good corporate governance.

Portfolio Committee

The Annual Integrated Report 2015-16 was tabled in Parliament on 15 September 2016. The SAQA delegation, led by the Chairperson, presented the report to the Portfolio Committee on Education and Training on 26 October 2016.

SAQA's message to the Portfolio Committee was that:

- SAQA had achieved its 19th consecutive unqualified audit report;
- We spent 92% of our budget;
- We met 92% (46) of the 50 targets and partially achieved the remaining four targets that were set for the year;
- Our focus had shifted from policy development to policy implementation;
- We established a List of Misrepresented Qualifications; and
- We raised money to start the Digitisation Project.

SAQA was congratulated on its presentation and performance over the last year.

The Board-approved Annual Performance Plan and Budget for 2017/18, together with the Strategic Plan for 2015-2020 were submitted to parliament on 22 February 2017 and tabled by the Minister: HET on 10 March 2017.

Executive Authority

The Executive Authority is the Minister of Higher Education and Training (HET). SAQA reported to the Minister: HET, quarterly, on progress made towards achieving the targets outlined in the Annual Performance Plan.

SAQA had the opportunity to comment on the Draft NQF Amendment Bill before it was published for public comment. SAQA welcomes the proposed amendments as they address a number of legislative gaps in relation to the NQF.

SAQA led a task team to draft a Policy on the Misrepresentation of Qualifications, which finds further strength in the NQF Amendment Bill. SAQA reported to the Minister: HET every two months on cases of misrepresented qualifications that had been uncovered during the verification of national and foreign qualifications.

The SAQA Board advised the Minister: HET on the establishment of an Articulation Ombud function, a need that was documented in the WP PSET.

The SAQA Board

Introduction

In accordance with section 14 (3)(a) of the NQF Act, the Minister: HET, following a public nomination process, appointed the 6th SAQA Board, effective from 1 January 2016. With the exception of the CEO, all Board members are independent non-executives.



Functions of the Board

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

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

SAQA is a National Public Entity that is listed under Schedule 3(A) of the PFMA. In addition to the responsibilities 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 must ensure that:

- Effective, efficient and transparent systems of financial and risk management, internal control, internal audit and procurement are in place;

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

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

Board Composition

The Board is appointed by the Minister: HET. The Board comprises 16 members. Twelve members are appointed in their individual capacities and four members (the CEOs of SAQA, Umalusi, CHE and QCTO) are appointed by virtue of their positions. Of the 12 members appointed, at least two members must be from organised labour.

The Minister makes the appointments after careful consideration of nominations received from the public. The 6th Board was appointed on 22 February 2016 for the period from 1 January 2016 to 31 December 2020.





Activities of the SAQA Board and its Committees

During the year under review, the 6th SAQA Board met nine times to conduct its work, as well as attend to its strategic planning responsibilities.

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

Table 32: Board Committee Structure 2016/17

COMMITTEE	CHAIRPERSON (6 th Board)
Advocacy and Communication	Mr JS Samuels
Audit and Risk	Mr M Brown
Executive (EXCO)	Dr V Toni Penxa
Finance	Dr V Toni Penxa
Foreign Qualifications	Prof JO Kuye
*Foreign Qualifications Appeals	Prof JO Kuye
Information and Information Technology (I & IT)	Ms PLF Nzimande
Professional Bodies Appeals	Ms N Starr
Qualifications and Standards (Q & S)	Ms N Starr
Remuneration and Human Resources	Dr V Toni Penxa
Research	Prof TG Schultz

Notes:

In accordance with section 16(2) of the NQF Act, persons who are not members of the Board are co-opted to serve on Board Committees.

Each Committee (except the Audit and Risk Committee which requires an independent Chairperson) is chaired by a Board member. At least two Board members are members of each of the Committees.

All Board Committees operated within the approved Terms of Reference that is described in SAQA's Governance Manual. Apart from the members, the Deputy CEO and relevant Directors also attended meetings of the Board and its Committees.

*Under the leadership of the 6th Board, the Foreign Qualifications Appeals Committee will amend its Terms of Reference to include appeals from national qualification holders as well.

The 6th Board met for the first time on 10 and 11 March 2016 and appointed members to the respective Committees. Attendance of Board meetings by members of the Board and their respective appointments to Board Committees were as follows:



Board and Committee Meetings and Attendance

Table 33: Board Attendance (1 April 2016 – 31 March 2017)

Title	Surname	Initials	Qualifications and Standards	I & IT	Advocacy and Communication	Foreign Qualifications	Research	Remuneration and Human Resources	Finance	Audit and Risk	EXCO	Board
Prof	Baijnath	N										3/9
Dr	Bhikha	SD	8/8									8/9
Mr	De Klerk	EW			0/4					*0/3		1/9
Mr	Gantile	BM		4/4								8/9
Prof	Howie	SJ	4/8				0/3	3/5			3/4	4/9
Prof	Kuye	JO	5/8			4/4		4/5			3/4	6/9
Mr	Lata	T										**2/2
Mr	Louw	GC			3/4							9/9
Mr	Maleka	M			3/4				4/5			6/9
Ms	Mashabela	GJ										***2/9
Ms	Nzimande	PLF		3/4				5/5		4/4	4/4	8/9
Ms	Oberholzer	AK				4/4						4/9
Dr	Rakometsi	M										1/9
Dr	Reddy	J			****1/1							****1/1
Mr	Samuels	JS		3/4	3/4	4/4	3/3		5/5		4/4	7/9
Prof	Schultz	TG	8/8				3/3	5/5	4/5		4/4	9/9
Ms	Starr	N	7/8					2/5			2/4	6/9
Dr	Toni Penxa	V						5/5	5/5		4/4	9/9

Notes

* Mr De Klerk resigned from the Board on 28 February 2017.

** Mr Lata, in his capacity as Acting CEO of the QCTO, attended the March Board and Strategy session.

*** Ms Mashabela resigned as CEO of the QCTO, and therefore as a member of the SAQA Board, in March 2017.

**** Dr Reddy represented Mr Samuels at the Board meeting of 20 October 2016 and the Advocacy and Communications Committee meeting of 19 October 2016.





Table 34: Board Committees Attendance (1 April 2016 – 31 March 2017)

Title	Surname	Initials	Qualifications and Standards	I & IT	Advocacy and Communication	Foreign Qualifications	Research	Finance	Audit and Risk
Mr	Baleni	Z					2/3		
Mr	Brown	MJ						5/5	3/4
Ms	Buchler	M					3/3		
Mr	Chabalala	TG	*2/3						
Mr	Chanza	E				4/4			
Ms	Chinje	N			1/4				
Prof	Clayton	PG		2/4					
Mr	Fisher	S		3/4					4/4
Ms	Fordyce	A			3/4				
Ms	Gray	E		**1/4					
Mr	Hall	K	8/8						
Mr	Koyana	L							***3/4
Dr	Mahlathi	P					2/3		
Mr	Makhaga	NH				3/4			
Mr	Mockler	K	8/8						4/4
Mr	Moloisane	J				1/4			
Ms	Müller	CS	7/8						
Mr	Nepfumbada	MP							3/4
Dr	Nkoki	VJJ					2/3		
Mr	Oosthuizen	MJ		2/4					
Mr	Ori	S	6/8						
Prof	Pendlebury	S					3/3		
Dr	Pretorius	JA		4/4					
Mr	Ramotse	TP			1/4				
Dr	Reddy	J						5/5	
Dr	Samuels	L				4/4			
Ms	Travern	Y				3/4			
Ms	Vieira	A						2/5	
Dr	Von Eck	C	#2/3						
Prof	Walters	S					1/3		

Notes

* Mr Chabalala and Dr Von Eck were appointed to the Q and S Committee on 20 October 2016.

** Ms Gray resigned from the I&IT Committee on 11 February 2017.

*** Mr Koyana was appointed to the Audit and Risk Committee on 28 July 2016.

One Research Committee, two I&IT Committee and two Advocacy and Communication Committee meetings were not quorate during the year.



Risk Management

Risk is managed at three distinct levels in SAQA – line managers at operational level, oversight by the governance structures, and assurance by third parties. We have the right structures in place to identify, monitor and manage our risks effectively.

Key Developments

By actively managing our risk mitigation plans and implementing mitigation strategies SAQA again succeeded in decreasing the risk profile of selected risks and achieved our targets for the year.

SAQA's risk mitigation plans for 2016/17 were categorised as follows:

- Risks of a governance nature;
- Risks related to SAQA's leadership role;
- Risks related to staff development; and
- Risks related to the public positioning of SAQA.

Risk Management Plan

The Board is mandated to develop a detailed Risk Management Plan annually; both in the execution of its fiduciary duties and in compliance with sections 50(a) and 51(c) of the PFMA. This Plan includes strategies to mitigate identified risks. The Risk Management Plan includes identified strategic and operational risks, and is structured per Directorate.





Table 34: Risk Management Plan Overview

Step 1: Identify and define	Step 2: Assess and rate	Step 3: Monitor and report
<p>Directorate identifies and defines strategic and operational risks</p>	<p>Risks are rated according to likelihood of occurring and impact if they do occur, on a scale of 1 (low likelihood/ impact) to 5 (very strong likelihood / great impact). The risk rating is the product of the likelihood and impact scores.</p>	<p>Management Risk Committee comprising the CEO, DCEO and Directors: Reviews Risk Register quarterly; submits Register to the Audit & Risk Committee annually; assesses risks with ratings of 16-25 quarterly by reviewing impact of mitigation strategies and making adjustments where necessary to the risk ratings and mitigation strategies; and identifies new areas of risk.</p>
	<p>Risk ratings of 1-8: managed through routine operations; Risk ratings of 9-15: staff member assigned to manage risk; Risk ratings of 16-25: specific action plans are developed to mitigate against these risks. Action Plans are incorporated into Directorate Operational Plans.</p>	<p>Audit & Risk Committee recommends the Risk Register (Plan) to the Board for approval annually; ensures on a quarterly basis that the risk assessment and management procedures followed, are satisfactory; and reports progress to the board quarterly.</p>
	<p>Directorate risks (irrespective of risk ratings) are collated into the SAQA Risk Plan.</p>	<p>Board and Portfolio Committee monitor high level risks, especially those relating to sustainability of SAQA.</p>
	<p>Risks of ratings between 16 and 25 are collated into the Prioritised Risk Register.</p>	



Major Strategic Risks

The major risks facing SAQA over the year are described below.

Governance

The risk threatening SAQA's viability was that SAQA's budget in the medium term was insufficient to support its planned activities.

SAQA submitted a proposal to the National Skills Fund (NSF) and to the European Union through the Department of Higher Education and Training for additional funding to drive the AQVN, and strengthen the management and reporting of misrepresented qualifications. Both funding proposals were unsuccessful.

We did, however, manage to secure partial funding to digitise some of the teacher and pre-1992 Senior Certificate records. This project was close to finalisation by the end of the financial year with a promise of further funding from Tirelo Bosha for further records to be digitised.

A new costing model was approved at the end of the financial year, for the verification of national and the evaluation of foreign qualifications, that would allow for a full recovery of costs, plus five percent associated with providing these services.

Leadership

During the year, SAQA was faced with the risk that qualifications and part-qualifications failed to articulate within the NQF. The Q&S Committee began a process of ensuring that each qualification recommended for registration by the QCs, had both systemic and specific articulation pathways. Going forward, this process would ensure that the culture of articulation continues to be promoted.

Internal workshops were conducted with staff on the Policy and Criteria for the registration of Qualifications and Part-Qualifications on the SA NQF, to ensure that everyone understood how to implement the Policy. A similar discussion took place with the Q&S Committee. Meetings were also held with the QCs to discuss the concepts of systemic and specific articulation.

Staff Development

The risk affecting SAQA's intellectual capital, is that SAQA is not able to attract or retain individuals with specialised or scarce skills. This was true especially for IT and research skills. The manner in which the risk was managed was to offer salary packages that deviate from SAQA's norm, but are more aligned with market value, for these particular scarce skills.

Public Positioning

The NQF Act requires SAQA to promote the NQF to its stakeholders. SAQA faces the risk that expectations and specific needs of target audiences cannot be met due to limited resources for advocacy and communications activities. SAQA has adopted social media platforms as one of its main channels for advocacy. We also make use of SAQA's website and publish the SAQA Bulletin as a source of information. We will also continue to use mainstream media to reach our audiences.

Internal Control and Audit Committees

SAQA does not use an in-house internal audit function, due to the nature and size of the staff complement. The internal audit function is outsourced to Outsourced Risk and Compliance Assessment (ORCA) and reviewed by the Audit and Risk Committee.





Compliance with Laws and Regulations

SAQA provided confirmation of compliance to the Audit and Risk Committee and the Board in terms of a list of the major legislation, codes and rules that SAQA must comply with, as well as additional rules, codes and standards that the Board subscribed to during the 2016/17 year. In addition, the Auditor-General tests compliance to laws and regulations during the annual audit.

Fraud and Corruption

SAQA maintained its internal policies on Fraud Prevention and Detection as well as on Fraud Reporting during the year. The policy makes allowance for whistle-blowing and anonymous reporting. The CEO is required to report all cases of fraud and corruption to the Board. There were no reported instances of fraud and corruption during the financial year.

Minimising Conflicts of Interest

SAQA has a multi-level system of approval for all purchases which removes bias and prevents any manipulation of the system. The Finance Committee

approves purchases above R1 million, and for amounts below that there are internal processes that are followed.

All adjudicators of tenders, members of the Board and Committees are requested to declare conflicts of interest at the start of each meeting.

Code of Conduct

SAQA chooses to be an ethical organisation, both internally and in our external interactions. Our code of ethics and our client services standards inform our business principles and provide guidance to employees on their application. The SAQA Code of Ethics, which forms part of our Governance Manual, was last reviewed in March 2015, and found to be still relevant.

Staff members pledge to uphold the Code of Ethics when they join SAQA. During the year, we continued to actively manage the quality of service provided by our staff. We implemented our Client Service Standards, and reviewed and discussed client compliments and complaints at the weekly Executive Management meetings.







Economic Viability

Economic sustainability in the public sector generally refers to “the ability of government to meet its service delivery and financial commitments, both now and in the future”. For SAQA, this is an important consideration as we are, to a large extent, dependent on government grant funding. Given our funding challenges, we continued our efforts to reprioritise and curb costs in order to more effectively use the government grant to deliver optimally on our functions, as mandated by the NQF Act.

SAQA supplements its government funding allocation by charging for certain services. We have implemented a fee model that enables us to recover the costs plus a five percent margin on some of the services that we render.

Environmental Sustainability

“Moving towards getting off the Power Grid” was the theme of SAQA’s Environmental Sustainability Development Action Plan for 2016/17. To this end, the Environmental Sustainability Development Committee (ESDC) focused specifically on energy efficiency initiatives during 2016/17 to reduce energy consumption and limit wastage through a collaborative approach towards smart energy. During the period, the ESDC met four times to plan and execute its work.

Energy Savings Project

As part of its Environmental Sustainability Development strategy, SAQA once again managed to achieve positive energy savings during the 2016/17 financial year. At the beginning of the 2015/16 financial year, a project was launched to replace all fluorescent light fittings in SAQA House with Light Emitting Diode (LED) technology as part of the maintenance and repairs program. During this period, a total of 94 light fittings were replaced which brought about an approximate saving of 60,000 kW/h on the total energy bill.

During the 2016/17 financial year, the energy saving was increased to 78,086.68 kW/h. This remarkable saving represents a 9.46% saving on the 2015/16 figures. What makes this saving significant is that through the saving, SAQA managed to reduce its carbon footprint impact by 57.6 metric tonnes of carbon dioxide emission into the atmosphere, thereby making a positive contribution towards making the world a healthier place.

The rand value for the 2016/17 kW/h saving amounted to R22 398 despite a 10.63% cost increase and an energy charge which includes an environmental levy of 5.5c kW/h for all kW/h consumed since the previous year.

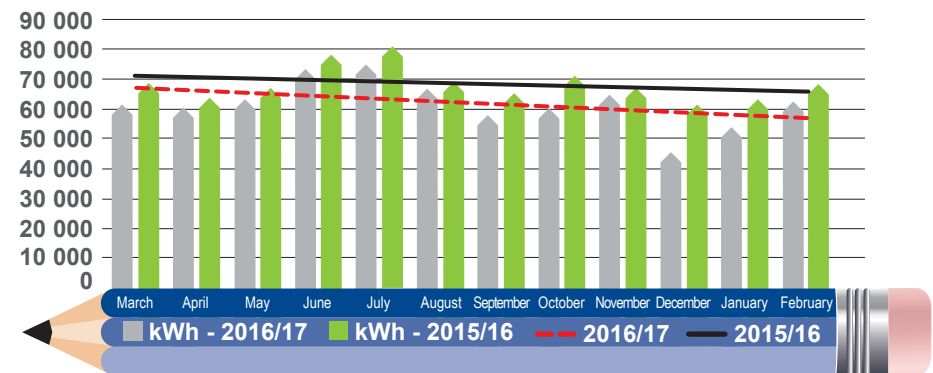


Figure 12: Energy Saving Project 2016/17 Results

Energy Management

An Energy Management sub-committee was selected to oversee and manage the Green Star SA requirements and at its first meeting on 9 November 2016; tabled the following actions:

- Developing and implementing an Energy Management Programme that would monitor and evaluate SAQA’s electrical consumption;
- Replacing the existing Chiller Air Conditioning System with a more energy efficient system (Solar Photovoltaic) or retrofit the existing Chiller unit with a Solar assisted power supply;



- Continue with replacing existing fluorescent light fittings with light-emitting diode (LEDs) as part of the building maintenance plan; and
- Introducing Solar Panels (PV system) as an alternative renewable energy source for SAQA House.

Blue and Green Blog

One of the ESDC's key objectives is to inspire all those who work in SAQA House to become more aware of environmental issues and play an active role in reducing their individual as well as collective carbon footprints. During the year, the ESDC ran an internal campaign to encourage employees to visit the Blue and Green Blog on the SAQA intranet and engage through Toolbox Talks, which is regularly populated with articles and tips on environmentally friendly actions. Future proposals include publishing the Blog on SAQA's website for public access and establishing a sub-committee to monitor and approve articles and user engagement.

World Environment Month

SAQA once again celebrated World Environment Month with an annual event focused on this year's theme of conserving water. The ESDC decided on this theme as a fitting topic in light of South Africa's water shortage due to extreme drought and in conjunction with the national campaign to save water.

Green Building Initiatives

Green Star SA rating

As a member of the Green Building Council of South Africa (GBCSA), SAQA remains committed and sensitive to the environment, and to ensuring environmental sustainability in the way that it manages infrastructural resources. The GBCSA provides a Green Star SA certification against set standards and benchmarks for green buildings. However, due to the high cost implication associated with achieving the various grades of certification, the

ESDC agreed that SAQA will only seek certification once the organisation complies with the Council's three star requirements. As part of its ongoing activities to achieve this certification, SAQA will further strive to improve indoor air quality and continue with its hi-tech approach in the selection of office facilities, energy and labour-saving devices in order to operate in a modern, efficient and effective workspace.

Green Lung Spaces

To provide for ecological management according to the Green Star SA Performance Rating Tool, SAQA intends to establish a number of green lung areas in and around the SAQA building. This intervention will strive to improve indoor air quality and sustain the comfort and well-being of building occupants. During the 2016/17 year, the ESDC obtained preliminary quotations but because of cost constraints it was decided to carry over the project to the 2017/18 year.

Ongoing initiatives

The ESDC Committee also continued with its other ongoing initiatives including:

- Continually improving on waste recycling and environmentally friendly disposal efforts;
- The Bread Tag Project – good progress has been made in terms of this project which involves collecting bread tags for wheelchair funding. While the results so far will be quantified, the project will continue its good work;
- The Paper Saving Project, which will continue, with cost savings being monitored in terms of Green Star SA ratings;
- The Green Procurement Policy as aligned with the Green Star SA Policy and Programme Model;
- Implementing environmentally-friendly pest control methods;
- Considering an alternative and more viable option to revive the environmentally-friendly Spekboom Plant Project by creating various green lung areas in and around SAQA House. This intervention will also address ecological management as proposed in the Green Star SA Performance Tool;





- Harvesting and recycling rain water to serve as backup reserve for the Sprinkler System;
- Exploring more options to reduce SAQA's "travel footprint"; and
- Promoting the purchase of "green" equipment/services as part of the bidding specifications, including ensuring that all new purchases of IT servers and printers carry a "green" endorsement.

Social Responsibility

Social and Transformation Matters

SAQA is committed to transformation and is actively working towards transformation in the workplace. Over the past few years we have made major strides in terms of demographics with **81.21%** of our staff categorised as Black and **64.1%** as women during the 2016/17 year. The organisation has implemented an Employment Equity Policy, to ensure demographic representivity amongst employees and equal access to opportunities for all. Furthermore, procurement policies which have been aligned to the objectives of Broad-Based Black Economic Empowerment (B-BBEE) were measured regularly to assess progress achieved.

Corporate Social Investment

As an organisation whose goal is to promote and support overall effectiveness to the advantage of lifelong learners, especially in poor and rural areas, SAQA considers corporate social investment (CSI) an integral part of our business.

To this end, we dedicate numerous resources, including equipment, volunteering time and funding to a variety of projects through our operations with the aim of stimulating and supporting social economic upliftment in South Africa.

In 2013, SAQA first became involved with the plight of the Tshwaraganang Children's Home in Hammanskraal, a non-profit organisation that provides a secure home for underprivileged and abused orphans between the ages of 3 months and 18 years. The Home was established in 2002 by a remarkable woman fondly referred to as Mama Catherine. She wanted to provide a decent home and a good education to orphans whose extended families were unable or unwilling to care for them.

Our hearts were melted by the courageous, smiling youngsters and their selfless carers and in 2014, SAQA officially decided to support the Home as part of our CSI initiatives.

For the past three years, SAQA has undertaken various initiatives to the benefit of the Home. On international Mandela Day, SAQA staff volunteers follow in the spirit of Madiba and raised funds for paint and painting equipment, which we then used to paint eight rooms at the orphanage. Our volunteer staff were enormously fulfilled by their efforts to 'give back'.

On World AIDS Day, staff again generously donated books, clothing, school uniforms, food, money and utility items to Tshwaraganang. The donated items and cash donations were handed over to representatives from the centre who joined SAQA during our World AIDS Day commemoration. We are looking forward to even greater enthusiasm in the next year.







Communication and Stakeholder Relationship Building

Introduction

In order to advance the objectives of the NQF, SAQA must ensure that the public are aware of the NQF and understand its mandate and benefits. SAQA is also tasked to simplify the NQF through its communication. To deliver clear messages that simplify the NQF and convey SAQA's role, responsibilities and services in a way that is credible and engaging, we have tailored our messaging to all our stakeholders to help them:

- Find what they need;
- Understand what they find; and
- Use what they find to meet their needs.

Stakeholder segmentation

In order to better streamline our communication and messaging and ensure an effective and efficient stakeholder relationship strategy, SAQA categorised its stakeholders into three groups, namely:

- Policy makers;
- Policy implementers; and
- Policy beneficiaries.

Integrated communications strategy

SAQA's stakeholders require knowledge about the NQF for different reasons. In our quest to improve the quality of our conversations and the relevance of the information we share, SAQA continues to develop and evolve the strategy behind our engagement with each of these stakeholder groups. The implementation of our strategy for the year under review was a success. It demonstrated SAQA's drive to simplify the NQF and encourage lifelong learning.

As part of implementing our strategy we integrated corporate content, such as press releases, studies and reports, presentations and bulletins across multiple channels like the website, Twitter, Facebook and LinkedIn. This led to consistent and powerful messaging regardless of how stakeholders came into contact with the SAQA brand.

Social and digital media

As a result of SAQA's strong focus to engage with our stakeholders, we increased our social media efforts on Facebook, Twitter, LinkedIn, YouTube.



Welcome Event for the 5th Annual GDN Meeting



This included regularly updating these channels with relevant posts, images and messages on the processes and benefits of the NQF and SAQA's services.

We noted a steady increase in the use of SAQA's digital and social media platforms including an overall increase in digital media reach of **3 464 139**, showing an increase of 10.7% from 2015/16. This included **7 039** Facebook Likes (32.7% increase), **6 535** Twitter followers (25.3% increase) and **182 599** SAQA website users (10.2% increase) compared to the same period during the previous year.

Advocacy and partnerships

SAQA collaborated with NQF Partners on a number of Policies, including:

- Draft Articulation Policy;
- Draft NQF Amendment Bill;
- Draft M&E Policy for Community Education and Training (CET) colleges; and
- Draft Position Paper on Online Programme Offerings.

To mark SAQA's 20th anniversary occasion, the organisation organised a series of events in Cape Town in May 2016. The launch of the AQVN on 16 May 2016 was the first in this series of celebrations, presenting a significant

achievement by SAQA. The AQVN is the result of an international seminar that SAQA hosted in November 2014 where the idea of a network emerged among participants to develop trustworthy, legitimate institutional linkages and networks across the African continent driven by cooperation, collaboration and a common platform to access learner records.

The AQVN launch was followed by the 5th Annual GDN Meeting that took place from 17 to 19 May 2016 with the theme: "A Digital World for All: Making Skills Mobile" – promoting genuine qualifications and the use of bona fide digital student data. The GDN seeks common ground in best serving the academic and professional mobility needs of citizens world wide by bringing together key stakeholders in the Digital Student Data Ecosystem.

SAQA is a signatory of the Gronigen Declaration on Digital Student Data Depositories Worldwide. The task of organising the annual event is rotated among the signatories, SAQA won the bid to host the 2016 meeting.

The last event in this series of events was the International Seminar on Qualifications Frameworks which took place on 20 May 2016. The seminar aimed to provide a platform for information sharing and an exchange of ideas on qualifications frameworks under the theme "Qualifications Frameworks (QFs): Agenda Towards 2030".



SAQA collaborated with the DHET to put together an article for Independent Thinking. The article is about the verification of qualifications of public servants. SAQA, through the Advocacy and Communications Sub-Committee of the CEO Committee, activated the Open the Right Door campaign on social media. The campaign aimed to raise awareness, understanding and appreciation of the roles of all the NQF partners. The campaign ran from mid-July to the beginning of September 2016 on the NQF partners' social media platforms. More than 600 000 people were reached through the SAQA social media platforms.

Achievements overview



Figure 13: Snapshot of Stakeholder Engagement for the Year



Interacting with Learners and Interested Members of the Community



International Seminar on Qualifications Frameworks



Handing Over of Gifts to Tshwaraganang Children's Home on World AIDS Day







Human Resource Overview for the Year under Review

Priorities

Professional Staff Development

As part of SAQA's strategic imperatives, learning and development remains an ongoing organisational priority. In order to enhance the culture of effective leadership and performance within a workforce that focuses on common values, quality, customers, problem-solving and accountability, every staff member has a learning and development plan that is aligned to the strategic objectives of the organisation.

Remuneration, Recognition and Reward

In terms of the remuneration, recognition and reward of staff, SAQA has been using an interim Recognition of Performance System during the last three years. In terms of this system, staff qualify for a once-off annual bonus upon reaching a level four or more in the Performance and Development Management System (PDMS) assessment; moderated by the Moderating Committee comprising of management, HR and Staff representatives. The interim Recognition of Performance System takes into account equity as well as seniority and responsibility of position.

SAQA developed a new Remuneration, Recognition and Reward System during the year under review. This system will be implemented in the new financial year.

Systems Upgrade

To streamline HR processes, SAQA has migrated to an integrated Human Resource Management solution. The new system provides a variety of easy-to-use benefits to staff, including:

- Enabling staff to submit claims, overtime and leave, as well as do performance reviews and view payslips and IRP5s online; and
- Assisting the HR Directorate staff to reduce time spent on leave processing and HR duties by streamlining processes to fit the organisation's specific needs.

Achievements

During the 2016/17 year, SAQA successfully:

- Prioritised the professional development of staff;
- Refined the Recognition and Reward System;
- Developed and approved organisational learning and development plans;
- Developed a Succession Plan for Senior Management and critical posts;
- Implemented Employee Wellness services;
- Co-ordinated Performance Management activities;
- Placed 16 Interns;
- Offered Employee Education assistance to 38 staff members; and
- Rewarded staff who qualified for a performance bonus.

Labour Negotiations

SAQA's previous substantive three-year agreement with SADTU concluded on 31 March 2016. Following a negotiation process, SAQA and SADTU signed a new multi-term agreement for three years, including the 2016/17, 2017/18 and 2018/19 years. In terms of the agreement there will be no new salary negotiations between SAQA and SADTU members for three years.



Three labour disputes between SAQA and staff members were initiated and concluded during the year.

Workforce Planning

During the year under review, SAQA appointed 37 new staff and terminated 11 employment contracts. Ten staff members were promoted during the period. During the Strategic and Operations Planning process prior to the commencement of a new financial year, SAQA managers revisit their resource requirements to enable effective delivery.

Staff Induction Programme

SAQA has continued to develop and adjust its six-day induction programme for new recruits. The programme is facilitated by the HR Directorate and used to impart information to the new employees. The induction provides all new employees with information relevant to them in the organisation in a simple, fun and user-friendly manner; using a variety of facilitation methods ranging from role-play to videos and discussions.

The six day programme topics include:

- SAQA's Strategic Planning;
- SAQA's Internal Structures;
- The Sub-Frameworks and Qualification Types;
- SAQA's History, Role and Functions;
- SAQA's Vision and Mission;
- Charter of Ethics and Values;
- SAQA's Core Values and Social Corporate Investment Projects;
- Client Service Standards;
- Fraud Prevention, Detection and Reporting; and
- SAQA Staff Declaration.

The overall outcome of the evaluation after each induction is very positive. From the two-hour online assessment conducted on the sixth day of the induction programme, SAQA is satisfied that new staff members have a good grasp of the following:

- The organisation, how they fit into their team, and how their role fits within the organisation's strategy and goals;
- Health and safety information;
- SAQA's organisational policies and procedures; and
- Details of the organisation's history, its core business and services, culture, and values.

This evaluation together with employees' post-placement interview feedback show that SAQA's induction programme is effective in helping new employees adjust and acclimatise to their jobs and working environment, as well as providing a good understanding of the organisational policies and procedures.

The six-day organisation induction is followed by a 12-week directorate induction in which employees receive a clear outline of their individual job/role requirements in their specific directorate. Each directorate has a directorate induction manual with the standard operation procedures for each deliverable as per the Annual Performance Plan.

Internship Programme

As part of SAQA's overall strategy to foster a culture of lifelong learning, SAQA seeks to enable all individuals – especially those in poor and rural communities – to value, have access to, and succeed in quality lifelong education and training as signified by the NQF.

To this end, our initiatives focus on giving workplace exposure to unemployed graduates and enabling the transference of workplace skills by means of a Learnership and Internship programme.





SAQA has enjoyed a longstanding positive relationship with the ETDP SETA for the past 14 years. Over this period, SAQA has successfully implemented ETDP SETA-funded learnerships and internships.

Since 2003, 97 unemployed/pre-employed youth (45 African males, 47 African females, 2 White females, 2 Indian Females, and 1 African male with disability) participated in the learnership and internship programmes over the 14-year period. Of these, 53 learners were subsequently employed at SAQA while most of the other learners managed to secure gainful employment in either the public or private sector.

In 2016, 16 Interns were placed in various directorates. Four learners were subsequently employed by SAQA and three found employment outside SAQA, with nine contracts coming to an end on 30 June 2017.

Table 35: SAQA Intern Statistics 2016/17

2016/2017		
Employed by SAQA	Found Employment Outside SAQA	Comments
4 (to start in July)	3	9 Contracts ending 30 June 2017

Moving forward, SAQA is continuing its efforts to offer experiential learning opportunities to unemployed and pre-employed learners. The organisation is in the process of finalising a Memorandum of Understanding with the ETDP SETA to enable the recruitment and placement of 16 Interns across SAQA in the 2017/18 year.



2016/2017 Intern Programme





Wellness Programme

Many employees suffer from emotional issues, family and home life conflicts, mental health concerns, substance abuse problems, and other health disorders that can interfere with them doing their work effectively. Societal changes and community problems (such as natural disasters, violence, and economic distress) can influence employee health and behaviour.

Whether the source is from the individual, the workplace or greater society, SAQA responded by providing the Employee Assistance Wellness Programmes (EWPs) to employees and managers. The organisation also benefits, with the Wellness Programme having a positive influence on the organisational culture.

Core Wellness Services Offered to Employees

- Twenty-four hour access to the professional wellness Call Centre;
- Access to telephonic psychosocial counselling;
- Access to face-to-face psychosocial counselling (up to 6 sessions per incident);
- Access to Life Management Services (Financial, Legal, Health Advisory);
- Access to referrals for external specialised networks;
- Access to lifestyle risk management programme (outreach care calls);
- Hello Doctor Health Portal; and
- Programme Promotional Materials (Wallet Cards, Posters, Pamphlets, Articles, Mailers).

Core Services Offered to Management

- Manager Support and Consultation Services including work place performance, employee reintegration services, etc;
- Managers EWP Training / HR Manuals (electronic); and
- Managerial advisory services around environmental and group dynamics.

Core Services Offered to the Organisation

- Strategic Programme Management and Framework Development;
- Policy Review;
- Wellness Intelligence Reporting on health and wellness risks (Monthly, Quarterly and Annual);
- Quarterly Risk Forum Workshop with Programme Sponsors;
- Manager and Supervisor programme orientation; and
- Training on formal manager referral process (including identification of troubled employees, etc).

Table 36: Employee Wellness Services

Nurse on site on a monthly basis	2016-2017	203 Employees consulted
----------------------------------	-----------	-------------------------

Investors in People

SAQA has been accredited as an Investors in People organisation since 2004. The framework is very rigorous and expects organisations to perform at a very high level in terms of its people management practices. We are proud that our efforts were again recognised in 2016/17 by achieving a Bronze level accreditation.

The assessment covered the following areas:

- Business Strategy – The strategy for improving the performance of the organisation is clearly defined;
- Learning and development is planned to achieve the organisation's objectives;
- Strategies for managing people are designed to promote equality of opportunity in the development of the evidence requirements;
- The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood;
- Managers are effective in leading, managing and developing people;
- People's contribution to the organisation is recognised and valued;





- People are encouraged to take ownership and responsibility by being involved in decision-making;
- People learn and develop effectively;
- Investment in people improves the performance of the organisation; and
- Improvements are continually made to the way people are managed and developed.

SAQA will continue to embark on a journey of continuous improvement to maintain the Investors in People Standard and Bronze accreditation. Our accreditation is valid for 2016-2019 (three years) at which stage SAQA's post-recognition review will be due.

Future Human Resources Plans

Moving forward into the 2017/18 year, SAQA intends to:

- Improve the automation of HR functions of a transactional nature to a point that these can be managed, analysed and trends are identified to inform strategic decisions related to the core business in the organisation;
- Implement the remuneration and reward system; and
- Review and ensure alignment of jobs with the organisational mandate to ensure that all deliverables are met as per the Annual Performance Plan.

Human Resources Oversight Statistics

Personnel Costs by Programme

Table 37: SAQA Personnel Costs by Programme

Programme	Total expenditure for the entity	Personnel expenditure	Personnel exp.as a % of total exp	No of employees	Average personnel cost per employee
	R	R			R
Administration and support	53,461,731	29,010,283	27%	50	580,206
Recognition and registration of qualifications and part qualifications	8,504,051	6,686,566	6%	11	607,870
National Learners' Records Database (NLRD)	13,836,164	12,587,466	12%	40	314,687
Foreign Qualification Evaluation and Advisory Services	26,032,306	21,948,931	20%	66	332,560
Research	4,152,025	2,715,980	3%	5	543,196
International Liaison	1,913,695	1,819,807	2%	2	909,904
Total	107,971,150	74,769,033	69%	174	32,884,23



Personnel Costs by Salary Band

Table 38: SAQA Personnel Costs by Salary Band

Personnel cost by salary band: Level	Personnel expenditure	% of personnel exp. To total personnel cost	No of employees	Average personnel cost per employee
	R			R
F Lower	1,635,519	2%	1	1,635,519
E upper / E lower	11,320,063	16%	11	1,029,097
D	12,105,210	17%	18	672,512
C	32,634,196	47%	88	370,843
B	12,303,114	18%	56	219,698
A	-			
Total	69,998,101	100%	174	

Notes:

This amount differs from the R74 769 033 as the following items to do get processed via the VIP payroll system, but are allocated to the personnel cost in the general ledger.

- Payments to agencies for temporary staff
- Payment to COIDA
- Payments to staff for education assistance
- Payments for recruitment of staff
- Provisions raised for bonus
- Provisions raised for leave





Training Costs

Table 39: SAQA Staff Training Costs

Directorate / Business unit	Personnel expenditure	Training Expenditure	Training Expenditure as a % of Personnel costs	No of employees	Avg Training cost per employee
	R	R			R
Administration and support	29,010,283	362,355	0,48%	50	7,247
Recognition and registration of qualifications and part qualifications	6,686,566	-	0,00%	11	-
National Learners' Records Database (NLRD)	12,587,466	15,863	0,02%	40	397
Foreign Qualification Evaluation and Advisory Services	21,948,931	103,626	0,14%	66	1,570
Research	2,715,980	1,181		5	236
International Liaison	1,819,807	-		2	-
Total	74,769,033	483,025	0,64%	174	32,884,23



Employment and Vacancies

Table 40: SAQA Employment and Vacancies

Programme	2015/2016	2016/2017	2016/2017	2016/2017	2016/2017
	No of employees	Approved Posts	No of employees	Vacancies	% of vacancies
Administration and Support	41	46	49	-3	-6.52%
Foreign Qualifications Evaluation and Advisory Services	41	69	66	3	4.35%
Recognition and Registration	14	15	11	4	26.67%
National Learners' Records Database	14	14	12	2	14.29%
Verifications	28	29	28	1	3.45%
Research	5	5	5	0	0.00%
International Liaison	3	3	2	1	33.33%
Total	146	181	173	8	4.42%

Programme	2015/2016	2016/2017	2016/2017	2016/2017	2016/2017
	No of employees	Approved Posts	No of employees	Vacancies	% of vacancies
Administration & Support					
F Lower / E Upper	2	2	2	0	0.00%
E Lower	6	5	5	0	0.00%
D	10	6	6	0	0.00%
C	25	19	21	-2	-4.17%
B	11	16	15	1	2.08%
Total	54	48	49	-1	-2.08%





Programme	2015/2016	2016/2017	2016/2017	2016/2017	2016/2017
Foreign Qualifications Evaluation and Advisory Services	No of employees	Approved Posts	No of employees	Vacancies	% of vacancies
F Lower / E Upper	0	0	0	0	0.00%
E Lower	1	1	1	0	0.00%
D	3	3	3	0	0.00%
C	23	42	43	-1	-1.54%
B	14	19	19	0	0.00%
Total	41	65	66	-1	-1.54%

Programme	2015/2016	2016/2017	2016/2017	2016/2017	2016/2017
Recognition & Registration	No of employees	Approved Posts	No of employees	Vacancies	% of vacancies
F Lower / E Upper	0	0	0	0	0.00%
E Lower	1	1	1	0	0.00%
D	2	3	2	1	6.67%
C	9	9	7	2	13.33%
B	2	2	1	1	6.67%
Total	14	15	11	4	26.67%



Programme	2015/2016	2016/2017	2016/2017	2016/2017	2016/2017
National Learners' Records Database	No of employees	Approved Posts	No of employees	Vacancies	% of vacancies
F Lower / E Upper	0	0	0	0	0.00%
E Lower	1	1	1	0	0.00%
D	2	3	3	0	0.00%
C	5	6	5	1	7.14%
B	6	4	3	1	7.14%
Total	14	14	12	2	14.29%

Programme	2015/2016	2016/2017	2016/2017	2016/2017	2016/2017
Verifications	No of employees	Approved Posts	No of employees	Vacancies	% of vacancies
F Lower / E Upper	0	0	0	0	0.00%
E Lower	0	1	1	0	0.00%
D	1	1	1	0	0.00%
C	9	11	13	-2	-6.90%
B	16	16	13	3	10.34%
Total	26	29	28	1	3.45%

Programme	2015/2016	2016/2017	2016/2017	2016/2017	2016/2017
Research	No of employees	Approved Posts	No of employees	Vacancies	% of vacancies
F Lower / E Upper	0	0	0	0	0.00%
E Lower	1	1	1	0	0.00%
D	2	2	2	0	0.00%
C	2	2	2	0	0.00%
B	0	0	0	0	0.00%
Total	5	5	5	0	0.00%





Programme	2015/2016	2016/2017	2016/2017	2016/2017	2016/2017
International Liaison	No of employees	Approved Posts	No of employees	Vacancies	% of vacancies
F Lower / E Upper	0	0	0	0	0.00%
E Lower	0	1	0	1	33.33%
D	1	1	1	0	0.00%
C	1	1	1	0	0.00%
B	0	0	0	0	0.00%
Total	2	3	2	1	33.33%

Employment Changes

Table 41: Employment Changes 1 April 2016 to 31 March 2017

Salary Band	Employment at beginning of Period (1 Apr 2016)	Appointments	Terminations	Employment at end of Period (31 Mar 2017)
F Lower / E Upper	2	0	0	2
E Lower	10	2	2	10
D	16	3	2	17
C	81	14	12	83
B	58	8	5	61
Total	167	27	21	173



Reasons for Staff Leaving

Table 42: Reasons for SAQA Staff Leaving

Reason	Number	% of total no. of Staff Leaving
Death	1	4.76%
Resignation	15	71.43%
Dismissal	2	9.52%
Retirement	0	0.00%
Ill Health	1	4.76%
Expiry of contract	2	9.52%
Other	0	0.00%
Total	21	100.00%

Labour Relations Misconduct and Disciplinary Action

Table 43: Labour Relations Misconduct and Disciplinary Action as at 31 March 2017

Labour Relations (1 April 2016-31 March 2017)	
Disciplinary Action	Number
Written warning	4
Final written warning	1
Disciplinary actions	4
Dismissal	2
Grievance	4





Equity Targets and Employment Equity Information

Table 44: Equity Targets and Employment Equity Information

SAQA Employment Equity Profile (Total Staff) as at 31 March 2017															
	* Learners & Interns	* Persons With Disabilities	Admin Clerks	Secretaries	Admin Officers	Personal Assistants	Assistant Directors	Deputy Directors	Directors	Deputy Chief Executive Officer	Chief Executive Officer	Total	Percentage	Variance	Target
Number of staff	14	4	51	8	49	0	35	18	10	1	1	173			
African male	7	1	14	0	22	0	7	6	1	0	1	51	29.28%	3.87%	33.15%
African female	7	1	36	7	24	0	19	3	1	0	0	90	51.93%	-18.78%	33.15%
Coloured male	0	0	1	0	0	0	0	0	2	0	0	3	1.67%	2.20%	3.87%
Coloured female	0	0	0	0	0	0	1	3	0	0	0	4	2.21%	2.21%	4.42%
Indian male	0	0	0	0	0	0	0	1	0	0	0	1	0.55%	2.21%	2.76%
Indian female	0	1	0	0	1	0	2	2	1	1	0	7	3.88%	-1.67%	2.21%
White male	0	1	0	1	1	0	1	2	2	0	0	7	3.88%	6.62%	10.50%
White female	0	0	0	0	1	0	5	1	3	0	0	10	6.08%	3.86%	9.94%
Vacancies	0	0	5	-1	2	0	-15	1	0	0	0	-8			
Staff complement	14	4	46	9	47	0	50	17	10	1	1	181			

* Learners, Interns and Persons with Disabilities are not included in the total

** Note target of 4 persons with disabilities have been met

As per the above table it is clear that SAQA is meeting and even exceeding its Employment Equity Targets. With applications for positions at Administration Officer and Administration Clerks levels being 99% African, SAQA will have to embark on innovative measures to encourage other groups to also apply for positions at these levels to meet requirements.







South African Qualifications Authority

Annual Financial Statements for the year ended 31 March 2017

Statement of Responsibility

The Accounting Authority is responsible for the preparation of the public entity's Annual Financial Statements and for the judgements made in this information.

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

In my opinion, the financial statements fairly reflect the operations of the public entity for the financial year ended 31 March 2017.

JS Samuels

Chief Executive Officer

The external auditors are engaged to express an independent opinion on the Annual Financial Statements of the public entity.

The SAQA Annual Financial Statements for the year ended 31 March 2017 have been audited by the external auditors and their report is presented on page 170.

The Annual Financial Statements of the public entity set out on page 178 to page 224 have been approved.

V Toni Penxa

Chairperson of the Board



Audit and Risk Committee Report



Mr MJ Brown
Chairperson of the Audit and Risk Committee

Below is the Audit and Risk Committee report for the financial year ended 31 March 2017.

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

1. Terms of Reference

The Committee was re-constituted under the newly-appointed 6th SAQA Board. The Committee adopted the formal Terms of Reference that was approved by the 5th Board the previous year. The Committee conducted its affairs in

compliance with the Terms of Reference and discharged its responsibilities contained therein.

2. Role and Responsibilities

Statutory Duties

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

External Auditor

In terms of the PFMA, the external auditor is the Auditor-General. The Committee, in consultation with Executive Management, agreed to the Engagement Letter, Audit Plan and budgeted audit fees for the 2016/17 financial year. The Auditor-General was not asked to provide any non-audit services.

Financial Statements and Accounting Policies and Practices

The Committee reviewed the accounting policies and practices and the financial statements of the organisation and was satisfied with their appropriateness and compliance with the effective Standards of Generally Recognised Accounting Practices (GRAP). This included any interpretations, guidelines and directives issued by the Accounting Standards Board (ASB). No concerns or complaints in relation to the reporting practices of the organisation were received.





Audit and Risk Committee Report

Internal Financial Controls

The Committee oversaw the process by which the internal audit function provided a written assessment of the effectiveness of SAQA's system of internal control and risk management, including internal financial controls. This written assessment formed the basis for the Committee's recommendation to the Board's response to the External Audit Report to fulfil its reporting requirements. The Board's report on the effectiveness of the system of internal control is on page 166. The Committee fully supports the opinion of the Board in this regard.

Whistle Blowing

No concerns or complaints were received relating to the accounting practices and internal audit, the content or auditing of the financial statements or any related matters from within or outside SAQA, during the 2016/17 financial year.

3. Duties Assigned by the Board

In addition to the statutory duties of the Committee, as reported on above, the Board determined additional functions for the Committee to perform as set out in the Committee's Terms of Reference. They include the following:

Integrated Reporting

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

The Committee considered the organisation's sustainability information as disclosed in the Annual Integrated Report and assessed its consistency with operational and other information known to the Audit and Risk Committee members and, for consistency, with the Annual Financial Statements. The Committee discussed the sustainability information with management and was satisfied with the information provided.

According to King III, the Committee should recommend to the Board the appointment of an external assurance provider on material sustainability issues. The Committee's recommendation to the SAQA Board was not to appoint an external assurance provider. This recommendation is premised on the belief that the relatively straightforward nature and extent of the information did not warrant such an appointment.

Going Concern

The Committee reviewed a documented assessment including key assumptions, prepared by management, of the going concern status of the Authority and made its recommendation to the Board. The Board statement on the going concern status of SAQA is set out on page 175.

Governance of Risk

The Board assigned oversight of the risk management function to the Committee. The Committee reviewed the risk management process, the effectiveness of risk management activities, the key risks facing the organisation and responses to address them. The Committee fulfilled its oversight role



Audit and Risk Committee Report

regarding financial reporting risks, internal financial controls, and fraud and information technology risks as they relate to financial reporting.

Internal Audit

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

The Committee reviewed and recommended the Internal Audit Charter for Board approval and approved the Annual Audit Plan

The Internal Auditor reported to the Committee. It reviewed and provided assurance on the adequacy of the internal control environment across all of SAQA's operations. The head of the Internal Audit team had direct access to the Committee, through its chairperson. The head of the Internal Audit team attended all Committee meetings.

The Committee assessed the performance of the internal audit function.

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

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

The Committee satisfied itself with the appropriateness of the expertise, adequacy of resources of the finance function and the experience of the senior members of management responsible for the finance function.



Mr MJ Brown

Chairperson of the Audit and Risk Committee





Report of the Auditor-General to Parliament on South African Qualifications Authority

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the South African Qualifications Authority (SAQA) set out on pages 178 to 224, which comprise the statement of financial position as at 31 March 2017, and the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the South African Qualifications Authority as at 31 March 2017, and its financial performance and cash flows for the year then ended in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further

described in the auditor-general's responsibilities for the audit of the financial statements section of my report.

4. I am independent of the entity in accordance with the International Ethics Standards Board for Accountants' Code of ethics for professional accountants (IESBA code) together with the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the accounting authority for the financial statements

6. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with SA Standards of GRAP and the requirements of the PFMA and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
7. In preparing the financial statements, the accounting authority is responsible for assessing the South African Qualifications Authority's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless there is an intention either to liquidate the entity or to cease operations, or there is no realistic alternative but to do so.



Report of the External Auditor

Auditor-general's responsibilities for the audit of the financial statements

8. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
9. A further description of my responsibilities for the audit of the financial statements is included in the annexure to the auditor's report.

Report on the audit of the annual performance report

Introduction and scope

10. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
11. My procedures address the reported performance information, which must be based on the approved performance planning documents of

the entity. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

12. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the annual performance report of the entity for the year ended 31 March 2017:

Programmes	Pages in the annual performance report
Programme 2 – Registration and Recognition	82 – 95
Programme 3 – National Learners' Records Database	96 – 103
Programme 4 – Foreign Qualifications Evaluation and Advisory Services	105 – 110
Programme 5 – Research	113 – 116
Programme 6 – International Liaison	117 – 130

13. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.



Report of the External Auditor

14. I did not identify any material findings on the usefulness and reliability of the reported performance information for the following programmes:

- Programme 2 – Registration and Recognition
- Programme 3 – National Learners' Records Database
- Programme 4 – Foreign Qualifications Evaluation and Advisory Services
- Programme 5 – Research
- Programme 6 – International Liaison

Other matters

15. I draw attention to the matters below:

Achievement of planned targets

16. Refer to the annual performance report on pages 82 to 110; 117 to 130 for information on the achievement of planned targets for the year and explanations provided for the under and overachievements of a number of targets.

Adjustment of material misstatements

17. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of Programme 2 – Registration and recognition. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on audit of compliance with legislation

Introduction and scope

18. In accordance with the PAA and the general notice issued in terms thereof I have a responsibility to report material findings on the compliance of the entity with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

19. The material findings in respect of the compliance criteria for the applicable subject matters are as follows:

Procurement and contract management

20. Sufficient appropriate audit evidence could not be obtained that contracts were awarded to bidders based on points given for criteria that were stipulated in the original invitation for bidding, as required by Preferential Procurement Regulation 4.

Other information

21. The South African Qualifications Authority accounting authority is responsible for the other information. The other information comprises the information included in the annual report which includes the Audit and Risk Committee's report and the accounting authority's report. The other information does not include the financial statements, the auditor's report thereon and those selected programmes presented in the annual performance report that have been specifically reported on in the auditor's report.



Report of the External Auditor

22. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
23. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed on the other information obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Internal control deficiencies

24. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.

Leadership

25. Management did not adequately monitor compliance with supply chain management regulations.

Financial and performance management

26. Non-compliance with supply chain management regulations relating to the non-inclusion of applicable values in the original invitation for tender could have been prevented had compliance with procurement and contract management been properly reviewed and monitored by supply chain management.

Auditor-General

Pretoria
31 July 2017



Auditing to build public confidence





Annexure – Auditor-General’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected programmes and on the entity’s compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in the auditor’s report, I also:
 - identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control.
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting authority.
 - conclude on the appropriateness of the accounting authority’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the South African Qualifications Authority ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of the auditor’s report. However, future events or conditions may cause an entity to cease to continue as a going concern.
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting authority that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and here applicable, related safeguards.



Accounting Authority Report

SAQA is a statutory body governed by the NQF Act No 67 of 2008. SAQA's main mandate is to advance the objectives of the NQF, to oversee the implementation and further development of the NQF and to co-ordinate the sub-frameworks. In terms of the PFMA SAQA is a schedule 3 A National Public Entity and is listed under that Schedule in the PFMA. The SAQA Board is the accounting authority for the activities of the entity.

1. Nature of Entity

The Authority is a public entity domiciled in South Africa.

2. Nature of Entity's Operations

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

3. Going Concern

The Board believes that SAQA will continue to be a going concern for the financial year ahead. Accordingly, it continues to adopt the going concern basis in preparing the financial statements. In arriving at this view, the Board took into account the current sound financial position of SAQA as well as the responsibility of the Minister: HET, in terms of the NQF Act, to fund SAQA's functions.

4. Events after the Reporting Period

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

5. Principal Activities

- Oversee the implementation of the NQF;
- Develop a system of collaboration to guide the mutual relations of SAQA and the Quality Councils;
- Develop, publish and maintain level descriptors for each level of the NQF;
- Develop and implement policy and criteria for the development, registration and publication of the qualifications and part-qualifications on the NQF;
- Register qualifications and part-qualifications on the NQF;
- Develop policy and criteria for assessment, Recognition of Prior Learning and credit accumulation and transfer;
- Develop and implement policy and criteria for recognising a professional body and registering a professional designation;
- Recognition of professional bodies and registration of professional designations on the NQF;
- Collaborate with international counterparts on all matters of mutual interest concerning qualifications frameworks;
- Conduct and commission research on education and training systems;
- Maintain the National Learners' Records Database (NLRD) as the key national source of information for human resource development in South Africa, including verification of qualifications;
- Maintain SAQA's Foreign Qualifications Evaluation and Advisory Services; and
- Inform the public about the National Qualifications Framework (NQF).

6. Property, Plant and Equipment and Intangible Assets

There were no changes in the nature of property, plant and equipment and intangible assets or in the policy regarding their use during the year. Capital expenditure on property, plant and equipment and intangible assets for the year amounted to R3,416,310 (2016: R3,702,357).

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





South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Accounting Authority Report

7. Remuneration

The remuneration of the Chairperson is determined by the Minister: HET, with the concurrence of the Minister of Finance.

Allowances paid to other non-executive members of the Board are determined by the Minister of Finance and approved by the Minister: HET.

Remuneration and allowances paid to the members of the Board for the year under review were as follows:

	Attendance Fees	Remuneration	Travel and Other Costs	Total
	R	R	R	R
Executive				
Mr JS Samuels	-	1,635,519	-	1,635,519
6th Board Members				
Dr V Toni Penxa - Chairperson	-	336,141	7,385	343,526
Dr SD Bhikha	40,320	-	2,032	42,352
Mr EW De Klerk - Resigned Feb 2017	5,760	-	1,194	6,954
Mr BM Gantile	23,040	-	2,181	25,221
Prof SJ Howie	34,560	-	1,957	36,517
Prof JO Kuye	67,200	-	2,420	69,620
Mr GC Louw	37,440	-	2,772	40,212
Mr FM Maleka	43,200	-	-	43,200
Ms PLF Nzimande	59,904	-	5,311	65,215
Prof TG Schultz	80,237	-	12,223	92,460
Ms N Starr	-	-	7,816	7,816
Total	391,661	1,971,660	45,291	2,408,612



Accounting Authority Report

8. Financial Statements

The financial statements are prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) as set out in note 1.1 to the financial statements on page 184.

9. Auditors

The Auditor-General will continue in office as External Auditor in accordance with section 13 of the NQF Act.

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

10. Fair Presentation

The financial statements fairly present the state of affairs of SAQA at 31 March 2017, the results of its operations and cash flow information for the year then ended. These were signed by the Chairperson and the Chief Executive Officer on behalf of the Board on 28 July 2017.

11. Projects

Projects continue to play a role in the realisation of SAQA's objectives. The Board is grateful for the contributions to SAQA by the project partners for the year.

Projects	1 April 2016 Opening Balance	Current Year Income	Current Year Expenditure/ Release/ Refund	31 March 2017 Balance
	R	R	R	R
CHE	797,961	1,521,160	(1,683,671)	635,450
EWSETA	(192,323)	192,323	-	-
W&R SETA	1,120,657	-	(1,120,657)	-
Tirelo Bosha Digitisation Projects	-	2,090,000	(208,163)	1,881,837
Total	1,726,295	3,803,483	(3,012,491)	2,517,287

Below is a summary of the services provided in terms of the projects:

- Council on Higher Education (CHE) - SAQA has been contracted to manage the Higher Education Quality Committee Information System (HEQCIS) on behalf of the CHE;
- SAQA was assisted by the Energy and Water SETA, the Wholesale and Retail SETA with targeted work to enable them to meet their performance targets relating to NQF Advisory Services that are specific to their sectors; and
- The Tirelo Bosha projects granted funding to SAQA for two digitisation of learner records projects. The first project is for the digitisation of pre-1992 Senior Certificate learner records. The second project is for the digitisation of records of Teacher Qualifications.





South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017

Statement of Financial Performance

	<i>Notes</i>	2017	2016
		R	R
Revenue	2	94,492,698	89,876,063
Operating expenses	3	(108,038,054)	(98,001,287)
Operating deficit		(13,545,356)	(8,125,224)
Investment revenue	4	2,202,655	1,980,720
Deficit for the year		(11,342,701)	(6,144,504)



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017

Statement of Financial Position

	Notes	2017	2016
		R	R
Assets			
Current Assets			
Inventories	5	528,484	596,378
Receivables from exchange transactions	6	4,408,639	5,214,669
Prepaid expense	7	1,803,059	1,332,311
Cash and cash equivalents	8	21,766,624	25,141,069
		28,506,806	32,284,427
Non-Current Assets			
Property, plant and equipment	9	21,243,373	21,036,672
Intangible assets	10	2,780,910	2,959,258
		24,024,283	23,995,930
Total Assets		52,531,089	56,280,357
Liabilities			
Current Liabilities			
Deferred Income	11	22,358,223	15,085,756
Payables from exchange transactions	12	8,653,750	8,627,847
VAT payable from exchange transactions	13	14,570	24,479
Provisions	25	1,203,925	898,952
		32,230,468	24,637,034
Total Liabilities		32,230,468	24,637,034
Net Assets		20,300,621	31,643,323
Net Assets			
Accumulated surplus		20,300,622	31,643,323





South African Qualifications Authority

Annual Financial Statements for the year ended 31 March 2017

Statement of Changes in Net Assets

	Accumulated surplus	Total net assets
	R	R
Balance at 01 April 2015	37,787,827	37,787,827
Changes in net assets		
Deficit for the year	(6,144,504)	(6,144,504)
Balance at 01 April 2016	31,643,323	31,643,323
Changes in net assets		
Deficit for the year	(11,342,701)	(11,342,701)
Balance at 31 March 2017	20,300,622	20,300,622



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017

Cash Flow Statement

	Notes	2017	2016
		R	R
Cash flows from operating activities			
Receipts			
Rendering of services		37,689,874	32,507,143
Grants		56,895,000	54,757,000
Interest income		2,202,655	1,980,720
Project funding received		3,803,483	1,766,226
		100,591,012	91,011,089
Payments			
Paid to suppliers and employees		(100 577,873)	(95,391,452)
Net cash flows from operating activities	14	13,139	(4,380,363)
Cash flows from investing activities			
Purchase of property, plant and equipment	9	(2,276,588)	(2,590,249)
Proceeds from sale of property, plant and equipment		28,726	-
Purchase of intangible assets	10	(1,139,722)	(1,112,108)
Net cash flows from investing activities		(3,387,584)	(3,702,357)
Net (decrease)/increase in cash and cash equivalents		(3,374,445)	(8,082,720)
Cash and cash equivalents at the beginning of the year		25,141,069	33,223,789
Cash and cash equivalents at the end of the year	8	21,766,624	25,141,069





South African Qualifications Authority

Annual Financial Statements for the year ended 31 March 2017

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis						
	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
	R	R	R	R	R	
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Rendering of services	42,000,000	-	42,000,000	32,447,246	(9,552,754)	29
Rent	1,200,000	-	1,200,000	1,217,978	17,978	
Sundry	4,200,000	-	4,200,000	3,903,748	(296,252)	
Interest received - investment	1,900,000	-	1,900,000	2,202,655	302,655	
Total revenue from exchange transactions	49,300,000	-	49,300,000	39,771,627	(9,528,373)	
Revenue from non-exchange transactions						
Government grants & subsidies	56,895,000	-	56,895,000	56,895,000	-	29
Surplus funds from prior years	6,590,000	-	6,590,000	-	(6,590,000)	
Total revenue from non- exchange transactions	63,485,000	-	63,485,000	56,895,000	(6,590,000)	
Total revenue	112,785,000	-	112,785,000	96,666,627	(16,118,373)	



Statement of Comparison of Budget and Actual Amounts Continued

Budget on Cash Basis						
	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
	R	R	R	R	R	
Expenditure						
Personnel	(77,119,540)	-	(77,119,540)	(73,738,981)	3,380,559	29
Depreciation and amortisation	-	-	-	(3,324,138)	(3,324,138)	
Repairs and maintenance	(801,000)	(80,800)	(881,800)	(858,490)	23 310	
General Expenses	(32,574,460)	921,500	(31,652,960)	(30,049,541)	1 603 419	
Total expenditure	(110,495,000)	840,700	(109,654,300)	(107,971,150)	1,683,150	
Operating deficit	2,290,000	840,700	3,130,700	(11,304,523)	(14,435,223)	
Loss on disposal of Property, Plant and Equipment and intangible asset	-	-	-	(35,093)	(35,093)	
Loss on foreign exchange	-	-	-	(3,085)	(3,085)	
	-	-	-	(38,178)	(38,178)	
Deficit	2,290,000	840,700	3,130,700	(11,342,701)	(14,473,401)	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	2,290,000	840,700	3,130,700	(11,342,701)	(14,473,401)	
Statement of Financial Position						
Assets						
Non-Current Assets						
Property, plant and equipment	2,290,000	840,000	3,130,000	2,276,588	(853,412)	29
Intangible assets	-	-	-	1,139,722	1,139,722	
	2,290,000	840,000	3,130,000	3,416,310	286,310	



1. Basis of Preparation

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

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

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

1.1 Property, Plant and Equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Where parts of an item of property, plant

and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

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

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

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

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

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



**South African Qualifications Authority***Annual Financial Statements for the year ended 31 March 2017***Accounting Policies**

Asset	Useful life
Buildings	50 years
Security and CCTV system	20 years
Computer file servers, archiving system and UPS's	5 years
Office furniture and equipment and cameras	8 years
Motor vehicles	10 years
Photocopy machines and printers and scanners	5 years
Storage Area Network	5 years
IT Equipment	4 years
IT Switches	7 years
IT Monitors and LED/LCD Screens	5 years
PABX System and Phones	8 years
Central airconditioning system	15 years
Air conditioners and Inverters	10 years
Lift Doors	15 years
Parking garage	50 years

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

1.2 Intangible Assets

An asset is identifiable if it is either:

- separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

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

All of SAQA's intangible assets have a finite useful life.

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

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

The intangible asset in respect of the Verification Database has been assessed as having a useful life of 10 years in line with the NLRD.

The estimated useful life of the SAQA Website is 2 years.

The estimated useful life of Licence fees is 1 year.

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





Accounting Policies

1.3 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, in which case their costs are their fair value as at the date of acquisition.

Subsequently stationery inventories are measured at the lower of cost and net realisable value.

Collateral Inventories are measured at the lower of cost and current replacement cost where they are held for distribution at no charge or for a nominal charge.

Current replacement cost is the cost the entity incurs to acquire the asset on the reporting date.

The cost of inventories is assigned using the first-in, first-out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to the entity.

1.4 Provisions

Provisions are recognised in the statement of financial position when:

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

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

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

1.5 Commitments

Commitments are disclosed where SAQA has, in the normal course of its operations, entered into a contractual agreement with entities and suppliers related to expenses which are yet due for payment. Refer to note 23.

1.6 Employee Benefits

Short-term employee benefits

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

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

Defined contribution plans

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



Accounting Policies

1.7 Revenue

Verification Services

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

Evaluation fees

Evaluation fees are recognised when the evaluation reports are delivered.

Government, donor and project grants

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

Subsequent to initial recognition:

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

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

Rental (Lease) income

Rental income is recognised in the statement of financial performance on a straight-line basis over the period of the lease. Lease incentives granted are recognised as an integral part of the total rental income.

Other Income

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

Support for the learnerships and internships is recognised in the period during which the learnerships and internships are undertaken.

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

1.8 Finance Income

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

1.9 Financial Instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised in SAQA's statement of financial position when SAQA becomes party to the contractual provisions of the instrument. Financial assets and liabilities are recognised initially at fair value. In the case of financial assets or liabilities not classified at fair value through the statement of financial performance, transaction costs that are directly attributable to the acquisition or issue of the financial instrument are added





Accounting Policies

to the fair value. Financial assets are derecognised if the SAQA's contractual rights to the cash flows from the financial assets expire or if SAQA transfers the financial assets to another party without retaining control or substantially all risks and rewards of the asset. Financial liabilities are derecognised if the SAQA's obligations specified in the contract expire or are discharged or cancelled.

Gains and losses on subsequent measurement

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

Trade and other receivables

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

Trade and other payables

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

Cash and cash equivalents

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

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

Financial liabilities

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

Offset

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

Foreign currency transactions and balances

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

1.10 Impairment of Assets

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

Value in use is the present value of the asset's remaining service potential. This is determined using the depreciation replacement cost method. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and risks specific to the asset.



Accounting Policies

1.11 Related Parties

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

1.12 Irregular Expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including:

- (a) the PFMA Act; or
- (b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the PFMA Act; or
- (c) any provincial legislation providing for procurement procedures in that provincial government.

Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the value of the irregular expenditure incurred, unless it is impractical to determine, in which case reasons therefore must be provided in the notes.

Irregular expenditure receivables are measured at the amount that is expected to be recovered and are de-recognised when settled or written-off as irrecoverable.

1.13 Expenditure

Expenses have not been offset except where offsetting is required or permitted by a Standard of GRAP and are accounted for on the accrual basis of accounting.

1.14 Deferred Income

SAQA recognises deferred income when it has received funds in advance for services that it has still to render. Once it has rendered the services, the funds are recognised as income in the statement of financial performance.

1.15 Contingent Liabilities

Contingent liabilities are possible obligations that arise from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of SAQA.

Contingent liabilities are not recognised, but disclosed in the notes to the financial statements. Contingent liabilities are disclosed in note 21.





South African Qualifications Authority

Annual Financial Statements for the year ended 31 March 2017

Notes to the Annual Financial Statements

2. Revenue

	2017	2016
	R	R
Revenue from non-exchange transactions		
Department of Higher Education and Training	56,895,000	54,757,000
Revenue from exchange transactions		
Evaluation fees	23,764,935	21,851,745
Verifications services	8,682,312	8,485,217
Rent	1,217,978	1,258,706
Sundry	3,903,748	3,523,395
Proceeds on sale of property, plant and equipment	28,726	-
	37,597,699	35,119,063
	94,492,699	89,876,063



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

3. Operating Deficit

Operating deficit for the year is stated after accounting for the following:

	2017	2016
	R	R
Auditors' Remuneration		
External audit	1,458,038	1,491,005
Internal audit	344,711	364,186
	1,802,749	1,855,191
 Board Members' Remuneration		
 Remuneration of Chief Executive officer		
Annual Remuneration	1,305,726	1,267,440
Contributions to Pension Fund	159,263	153,643
Performance Bonus	170,530	148,170
	1,635,519	1,569,253
 Non-Executive Members		
 Remuneration of chairperson		
Annual Remuneration	336,141	286,499



South African Qualifications Authority

Annual Financial Statements for the year ended 31 March 2017

Notes to the Annual Financial Statements

3. Operating Deficit Continued

	2017	2016
	R	R
Remuneration of Members		
Meeting attendance fees	391,661	225,408
Travel re-imbursement	45,291	45,326
Other services	-	165,316
	436,952	436,050
Employee Related Costs		
Remuneration	63,398,109	55,647,735
Pension Fund contributions	7,002,085	6,382,700
Statutory contributions	533,138	486,596
Performance Bonus	1,170,130	1,009,048
	72,103,462	63,526,079
Depreciation and Amortisation		
Buildings	153,318	94,272
Furniture and fixtures	264,474	258,073
Motor vehicles	26,035	26,035
IT equipment	1,512,305	1,655,046
Central airconditioning system	49,935	49,935
Intangible assets	1,318,070	848,200
	3,324,137	2,931,561



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

3. Operating Deficit Continued

	2017	2016
	R	R
Operating lease charges		
Watercooler and Green Wall rental	46,249	43,805
Other		
Loss on disposal of property, plant and equipment	63,819	15,956
Loss on exchange differences	3,085	7,905
Bank charges	1,443,989	906,883
Postage	2,615,585	2,315,230
Computer software licensing	1,918,009	1,292,040
Temporary staff costs	1,129,364	1,209,235
Printing	928,113	1,181,657
IT support and maintenance	2,883,085	2,560,466
Conference fees	1,932,725	769,588
Consulting and professional fees	3,814,434	3,729,398
Travel and subsistence	1,481,087	1,360,633
Legal Fees	705,175	140,205
Building costs	3,591,683	4,009,766
Advertising and advocacy	625,209	1,508,460
Other operating expenses	5,217,482	6,345,427
	28,352,844	27,352,849
Total Operating expenses	108,038,053	98,001,287



Notes to the Annual Financial Statements

4. Investment Revenue

	2017	2016
	R	R
Interest revenue		
Corporation for Public Deposits	2,202,655	1,980,720

5. Inventories

	R	R
Collateral	250,733	352,320
Stationery	277,751	244,058
	528,484	596,378

6. Receivables from Exchange Transactions

	R	R
Trade debtors	5,238,520	5,363,921
Provision for Doubtful Debt	(886,175)	(416,710)
Staff debtors	56,294	75,135
EW SETA	-	192,323
	4,408,639	5,214,669



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

Credit Quality of Trade and other Receivables

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

Fair Value of Trade and other Receivables

	2017	2016
	R	R
Trade and other receivables	4,408,639	5,214,669

Trade and other Receivables not Impaired

Trade and other receivables which are past due are not considered to be impaired as SAQA is confident that all amounts outstanding will be recovered in full. However, a provision for doubtful debt is raised for all debtors outstanding for greater than one year even although SAQA considers these amounts to be recoverable.

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

	R	R
Current due (1 month)	3,637,905	3,176,041
2 months past due	245,380	845,234
>3 months past due	525,354	1,193,394
	4,408,639	5,214,669

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

The trade receivables have not been discounted as the effect of discounting is immaterial.





Notes to the Annual Financial Statements

7. Prepaid Expenses

	2017	2016
	R	R
Electricity	105,995	59,235
E-Toll	294	751
Insurance	155,829	182,047
IT related expenses	1,272,680	380,263
Subscriptions	206,488	218,232
Conferences and training	20,983	491,783
Flights	40,790	-
	1,803,059	1,332,311

Prepaid electricity expenditure has increased. However the overall energy consumption has decreased due to the LED lights that have been installed in the building to replace the older less efficient lighting.

IT related prepaid expenses has increased significantly due to the up front payment of maintenance and support costs for the new Storage Area Network that was purchased during the year.

Prepaid expenses for conferences were higher in the prior year due to the conferences that SAQA hosted during May 2016.



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

8. Cash and Cash Equivalents

Cash and cash equivalents consist of:

	2017	2016
	R	R
Cash on hand	924	3,669
Bank balances	579,339	585,385
Corporation for Public Deposits	21,186,361	24,552,016
	21,766,624	25,141,070

The average weekly balance of funds held at the Corporation for Public Deposits over the financial year was R29.63 million (2016: R31.6 million) and the average interest rate over the same period was 7.37% (2016: 6.33%).





Notes to the Annual Financial Statements

9. Property, Plant and Equipment

	2017			2016		
	Cost	Accumulated depreciation and accumulated impairment	Carrying value	Cost	Accumulated depreciation and accumulated impairment	Carrying value
	R	R	R	R	R	R
Land	515,455	-	515,455	515,455	-	515,455
Buildings	14,358,512	(3,695,708)	10,662,804	14,189,496	(3,542,390)	10,647,106
Parking garage	4,047,110	(372,428)	3,674,682	4,047,110	(372,428)	3,674,682
Central airconditioning system	1,973,371	(1,775,033)	198,338	1,973,371	(1,725,098)	248,273
Subtotal: land and building	20,894,448	(5,843,169)	15,051,279	20,725,432	(5,639,916)	15,085,516
IT equipment	14,585,704	(10,042,646)	4,543,058	14,472,579	(10,324,052)	4,148,527
Motor vehicles	304,287	(78,750)	225,537	304,287	(52,715)	251,572
Furniture and fixtures	4,209,796	(2,786,297)	1,423,499	4,360,475	(2,809,418)	1,551,057
Total	39,994,235	(18,750,862)	21,243,373	39,862,773	(18,826,101)	21,036,672

Some of the items reflected in IT equipment and furniture and fixtures have a Nil carrying amount but are still in use within SAQA. It is the intention of SAQA to replace these items as soon as it is practically possible to do so.



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

9. Property, Plant and Equipment Continued

Reconciliation of Property, Plant and Equipment - 2017

	Opening balance	Additions	Carrying amount on disposals	Depreciation	Total
	R	R	R	R	R
Land	515,455	-	-	-	515,455
Buildings	10,647,106	169,016	-	(153,318)	10,662,804
Parking garage	3,674,682	-	-	-	3,674,682
Central airconditioning system	248,273	-	-	(49,935)	198,338
Subtotal: land and building	15,085,516	169,016	-	(203,253)	15,051,279
IT equipment	4,148,527	1,935,110	(28,274)	(1,512,304)	4,543,059
Motor vehicles	251,573	-	-	(26,036)	225,537
Furniture and fixtures	1,551,057	172,462	(35,546)	(264,474)	1,423,499
	21,036,673	2,276,588	(63,820)	(2,006,067)	21,243,374





South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

9. Property, Plant and Equipment Continued

Reconciliation of Property, Plant and Equipment - 2016

	Opening balance	Additions	Carrying amount on disposals	Depreciation	Total
	R	R	R	R	R
Land	515,455	-	-	-	515,455
Buildings	9,741,908	995,126	4,343	(94,271)	10,647,106
Parking garage	3,674,682	-	-	-	3,674,682
Central airconditioning system	298,208	-	-	(49,935)	248,273
Subtotal: land and building	14,230,253	995,126	4,343	(144,206)	15,085,516
IT equipment	4,609,796	1,203,321	(9,544)	(1,655,046)	4,148,527
Motor vehicles	277,608	-	-	(26,035)	251,573
Furniture and fixtures	1,428,085	391,802	(10,757)	(258,073)	1,551,057
	20,545,742	2,590,249	(15,958)	(2,083,360)	21,036,673

SAQA acquired the land and buildings at 1067 Arcadia Street, Hatfield, Pretoria, Erf 637 Hatfield, on 1 October 2002 for R5,400,000. Net improvements to land and buildings to date amount to R15 494 448 (2016: R15 325 432).

Expenditure on repairs and maintenance to property, plant and equipment amount to R853 583.



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

201

9. Property, Plant and Equipment Continued

	2017	2016
	R	R
Details of property		
Cost	5,400,000	5,400,000
Improvements		
2002	551,259	551,259
2004	5,041,314	5,041,314
2005	17,222	17,222
2006	59,530	59,530
2007	251,754	251,754
2008	3,889,380	3,889,380
2009	519,855	519,855
2010	54,059	54,059
2011	1,897,929	1,897,929
2012	154,900	154,900
2013	686,714	686,714
2014	99,152	99,152
2015	1,107,238	1,107,238
2016	995,126	995,126
2017	169,016	-
	20,894,448	20,725,432





Notes to the Annual Financial Statements

10. Intangible Assets

	2017			2016		
	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
	R	R	R	R	R	R
DFQEAS Workflow Software	2,858,611	(1,969,736)	888,875	4,627,286	(3,695,460)	931,826
NLRD Software	26,916,616	(25,735,036)	1,181,580	26,808,464	(25,377,227)	1,431,237
SAQA Website	331,972	(331,972)	-	331,972	(331,972)	-
License fees	471,930	-	471,930	459,378	-	459,378
Verification Database	327,583	(89,058)	238,525	190,943	(54,126)	136,817
Total	30,906,712	(28,125,802)	2,780,910	32,418,043	(29,458,785)	2,959,258

Reconciliation of Intangible Assets - 2017

	Opening balance	Additions	Amortisation	Total
	R	R	R	R
DFQEAS Workflow Software	931,826	423,000	(465,951)	888,875
NLRD Software	1,431,237	108,152	(357,809)	1,181,580
License fees	459,378	471,930	(459,378)	471,930
Verification Database	136,817	136,640	(34,932)	238,525
	2,959,258	1,139,722	(1,318,070)	2,780,910



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

203

10. Intangible Assets Continued

Reconciliation of Intangible Assets - 2016

	Opening balance	Additions	Amortisation	Total
	R	R	R	R
DFQEAS Workflow Software	715,408	535,840	(319,422)	931,826
NLRD Software	1,659,406	103,712	(331,881)	1,431,237
SAQA Website	165,986	-	(165,986)	-
License fees	-	459,378	-	459,378
Verification Database	154,549	13,178	(30,910)	136,817
	2,695,349	1,112,108	(848,199)	2,959,258

All additions to intangible assets have arisen from internal development initiatives by SAQA, except for the additions to License fees which have been acquired separately.

11. Deferred Income

	2017	2016
	R	R
Foreign Qualifications Evaluation and Advisory Services	19,818,308	13,138,010
Council on Higher Education	635,450	797,961
Rent received in advance	21,628	29,129
EW SETA	1,000	-
W&R SETA	-	1,120,657
Tirelo Bosha Digitisation Projects	1,881,837	-
	22,358,223	15,085,757



Notes to the Annual Financial Statements

12. Payables from Exchange Transactions

	2017	2016
	R	R
Trade payables	4,783,656	5,406,282
Accrued leave pay	2,941,537	2,373,603
Accrued 13th Cheque	928,557	847,962
	8,653,750	8,627,847

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

SAQA does not know the timing of the payment, if any for any accrued leave pay as this is dependent on whether an employee remains in the service of SAQA or not. Any accrued bonus (13th cheque) is paid out in December each year or in the month after an employee leaves the employ of SAQA. These accruals have therefore not been included in the analysis table below.

The ageing of Trade payables is as follows:

	R	R
Current due (1 month)	4,051,449	4,960,238
2 months past due	3,629	-
>3 months	728,578	446,044
	4,783,656	5,406,282



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

205

13. VAT Payable from Exchange Transactions

	2017	2016
	R	R
VAT payable	14,570	24,479

14. Cash Generated from (used in) Operations

	R	R
Deficit before taxation	(11,342,701)	(6,144,504)
Adjustments for:		
Depreciation and amortisation	3,324,138	2,931,561
Loss on disposal of assets	63,819	15,956
(Proceeds) on disposal of assets	(28,726)	-
Bad debts provision	469,465	264,145
Movements in provisions	304,973	(387,788)
Changes in working capital:		
Inventories	67,893	(128,235)
Receivables from exchange transactions	336,565	(2,284,084)
Prepaid expense	(470,748)	175,802
Payables from exchange transactions	25,903	(3,701,871)
VAT	(9,908)	2,209
Deferred Income	7,272,466	4,876,446
	13,139	(4,380,363)



Notes to the Annual Financial Statements

15. Operating Lease

Leases as Lessor

SAQA leases out offices in the Hatfield building under operating leases. The future minimum lease payments under non-cancelable leases are as follows:

	2017	2016
	R	R
Less than one year	84,101	685,960
Between one and five years	90,000	90,000
More than five years	28,500	46,500
	202,601	822,460
Amount to be recognised in future periods	202,601	822,460

In terms of one of the lease agreements, with a commencement date of 01 December 2014, for a period of 9 years and 11 months, SAQA is entitled to a minimum lease payment of R18,000 per annum. The lease agreement provides for a lease escalation rate linked to the percentage increase to the headline consumer price index (CPI) annually. The contingent rent recognised as revenue in the current year is R1,978.50.

16. Taxation

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

17. Financial Instruments

Risk Management

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



**South African Qualifications Authority***Annual Financial Statements for the year ended 31 March 2017***Notes to the Annual Financial Statements****Credit Risk**

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Reputable financial institutions are used for investing and cash handling purposes.

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

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

Liquidity Risk

SAQA manages liquidity risks by monitoring forecasted cash flows and ensuring that the necessary funds are available to meet any commitments which arise. SAQA further manages liquidity risk by only spending according to its approved budget which is fully funded. The budget is reviewed and approved annually by the Board and by the Minister: HET. Cash which is not needed immediately is invested with the Corporation for Public Deposits. As funds are needed, the necessary cash is transferred to SAQA's operations account. Creditors are paid within 30 days of receipt of invoice. See note 12 for an analysis of the timing of the payments to trade creditors.

Interest Rate Risk

SAQA's exposure to interest rate risk relates to the call deposit held with the Corporation for Public Deposits. The interest rate is updated weekly and is linked to the Treasury Bill rate. SAQA reviews the rate at regular intervals and compares the rate received to the rates available in the market from other large commercial banking institutions to ensure that it is receiving competitive rates. The funds held with the CPD are available on the same day, if requested before 12h00.

On an average cash balance of R29,63 million (2016: R31.6 million), a 1% rise or fall in the interest rate would have an effect on income of either increasing income or decreasing it by R296 300 (2016: R316 000), having an effect of 0.31% (2016:0.34%) of total income.

Fair Values

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





18. Retirement Benefit Obligations

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

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

The total cost charged to income of R7,161,348 (2016: R6,536,343) represents contributions payable to the scheme by SAQA according to the rates specified in the rules of the scheme.

As at 31 March 2017 all contributions had been paid over to the scheme.

19. Subsequent Events

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

20. Investment Property

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

21. Contingent Liabilities

An employee that had been dismissed took SAQA to the CCMA on a case for unfair dismissal. SAQA is reviewing and has filed for the setting aside of the CCMA award dated 29 February 2016. The review application has been drawn, served and filed at the Labour Court. The matter is opposed. Management is confident that its review will be favourable for SAQA. The estimated costs for SAQA will be approximately R50,000.





South African Qualifications Authority

Annual Financial Statements for the year ended 31 March 2017

Notes to the Annual Financial Statements

22. Conferences and Events

Name of Conference / Event	SAQA 20 th Birthday	NLRD Trends Report
Hosting Directorate	ACS & CEO Office	NLRD & ACS
Date of Conference / Event	15 November 2016	09 March 2017
Venue Location	SAQA House	Protea Hotel OR Tambo
Number of Participants	70	65
Event Description, Purpose and Strategic Objective	<p>The purpose of this event was for past and present members of the SAQA Board and Board Committees to reflect on the 20 years of building a world-class NQF.</p> <p>The organisation also unveiled SAQA House, thanked stakeholders and staff members in playing an important role in the development of the NQF. The event also recognised SAQA's reputation for good governance throughout its existence, most importantly achieving unqualified audit reports from the Auditor-General.</p>	<p>The purpose of the launch was to present and examine the insights from the NLRD Trends report and show evidence for what types of articulation pathways exist in practice in South Africa.</p>
Contracting procedures followed	Competitive bids	Competitive bids
Hiring of Venue	-	12,000
Food & Beverages	32,380	59,350
Speaker Fees	-	-
Audio-Visual & Other Equipment	55,849	64,645
Total Costs	R 88,229	R 135,995





Notes to the Annual Financial Statements

23. Commitments

Committed and Contracted

SAQA has the following contractual commitments that it has already entered into for the coming financial years

	2017	2016
	R	R
Research - Durban University of Technology	1,131,943	2,140,000
IT Related Costs	2,688,909	1,225,787
Facilities Costs	3,863,522	2,310,200
Professional Services	3,320,366	1,734,659
Advertisements and Advocacy	207,835	382,184
Stationery & Printing	385,642	274,957
	11,598,217	8,067,787

Correction of prior period error

In the prior period, a commitment was disclosed in the amount of R797,961 for expenditure relating to the CHE HEQCIS project. This was incorrectly disclosed due to SAQA receiving the equivalent amount in revenue from the CHE. As SAQA is an agent for the project, there is therefore a zero net effect on SAQA's statement of financial performance. A commitment for this project should therefore not have been disclosed in the prior year, which has now been corrected.

Research Proposal Commitments

SAQA has entered into a research agreement with The Durban University of Technology as reflected in the amounts above. Should the research partner not perform according to the terms of the agreement, then SAQA has the right to cancel the agreement and to withhold any further payments to the institution.



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

211

Operating Lease as Lessee

	2017	2016
	R	R
Minimum lease payments due		
- within one year	4,959	3,694

SAQA leased water coolers for an initial period of 24 months. Subsequent to the expiry of the initial period the agreement has continued on a month to month basis thereafter. Any party may give 30 days notice in order to terminate the agreement. The current lease payment is R3,792.80 per month and there are no built-in price escalations in the lease agreement. SAQA has given notice to the provider that SAQA is going to go out on an open bid for the further supply of water coolers in the new financial year.

SAQA leases plants on a one year contract which started on 01 November 2016 at a monthly charge of R166.57. The commitment for seven months is R1,165.99. Once the contract has expired, SAQA will end the contract.

24. Public Finance Management Act

SAQA is not aware of any material losses during the year from any criminal conduct. Irregular expenditure was incurred and has been disclosed in note 30 to the financial statements. It has therefore not had to carry out any criminal or disciplinary steps in the light thereof.

SAQA has assessed the levels of materiality to be:

- any amount which arises from criminal conduct;
- R10 000 and above which results from irregular, fruitless or wasteful expenditure caused by gross negligence; or
- R600 000 and above, being approximately 0,5% of gross revenue in respect of irregular, fruitless or wasteful expenditure caused by any other circumstance.

The Board has decided that any transaction covered by Section 54(2) of the PFMA in excess of R1,6 million be reported on, being:

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

No fruitless and wasteful expenditure caused by gross negligence above the value of R10 000 occurred during the year.

SAQA received R56 895 000 (2016: R54 757 000) from the government during the year. No financial commitments were made on the government's behalf.





South African Qualifications Authority

Annual Financial Statements for the year ended 31 March 2017

Notes to the Annual Financial Statements

25. Provisions

Reconciliation of Provisions - 2017

	Opening balance	Additions	Reversed / Utilised during the year	Total
	R	R	R	R
Staff Performance Bonus	700,000	1,000,000	(700,000)	1,000,000
CEO Performance Bonus	198,952	203,925	(198,952)	203,925
	898,952	1,203,925	(898,952)	1,203,925

Reconciliation of Provisions - 2016

	Opening balance	Additions	Reversed / Utilised during the year	Total
	R	R	R	R
Staff Performance Bonus	1,098,160	700,000	(1,098,160)	700,000
CEO Performance Bonus	188,580	198,952	(188,580)	198,952
	1,286,740	898,952	(1,286,740)	898,952

26. Related Parties

Identity of Related Parties

The entity has a related party relationship with public entities within the national sphere of government. The ultimate parent of SAQA is the government, represented by the Minister: HET. Arms length transactions between related parties have not been disclosed as per the exemption in IPSAS 20.27.



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

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

Transactions between SAQA, the DHET and its Public Entities:

	2017	2016
	R	R
Grant		
Department of Higher Education and Training	56,895,000	54,757,000
Funds received for Services		
Council on Higher Education	1,521,160	1,438,390
DHET / National Skills Fund - Career Advice Services	-	327,836
Tirelo Bosha Digitisation Projects (DPSA)	2,090,000	-
	3,611,160	1,766,226
Balance Owing to SAQA by Entity		
Energy and Water SETA	-	(192,323)





Notes to the Annual Financial Statements

27. Directors' Emoluments

2017

	Remuneration	Contribution to retirement plan	Performance bonus paid	Total
	R	R	R	R
Chief Executive Officer	1,305,726	159,263	170,530	1,635,519
Deputy Chief Executive Officer	1,262,259	167,333	38,454	1,468,046
Director: In the Office of the Executive Office	774,257	109,235	27,284	910,776
Director: International Liaison - Resigned 31 December 2016	768,234	94,066	-	862,300
Director: Finance and Administration	1,288,470	148,131	38,522	1,475,123
Director: Advocacy, Communication and Support - Resigned 30 April 2016	119,904	8,070	-	127,974
Director: Advocacy, Communication and Support - Appointed 23 January 2017	140,741	20,366	-	161,107
Director: Foreign Qualifications Evaluations and Advisory Services	893,804	121,746	29,921	1,045,471
Director: Information Technology	855,251	112,417	-	967,668
Director: Human Resources	1,037,395	127,004	-	1,164,399
Director: National Learners' Records Database	1,026,654	136,050	32,939	1,195,643
Director: Registration and Recognition - Resigned 30 June 2016	278,476	28,529	-	307,005
Director: Registration and Recognition - Appointed 01 January 2017	194,240	28,299	-	222,539
Director: Research	827,784	121,328	28,558	977,670
Project Director: Verifications - Appointed 01 November 2016	312,057	43,836	-	355,893
	11,085,252	1,425,673	366,208	12,877,133



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

215

27. Directors' Emoluments Continued

2016

	Remuneration	Contribution to retirement plan	Performance bonus paid	Total
	R	R	R	R
Chief Executive Officer	1,267,440	153,643	148,170	1,569,253
Deputy Chief Executive Officer	1,183,765	157,315	-	1,341,080
Director: In the Office of the Executive Office	725,724	105,209	-	830,933
Director: International Liaison	885,171	122,108	-	1,007,279
Director: Finance and Administration	1,203,984	140,190	-	1,344,174
Director: Advocacy, Communication and Support	792,756	96,342	-	889,098
Director: Foreign Qualifications Evaluations and Advisory Services	837,757	113,578	-	951,335
Director: Information Technology	801,617	108,269	-	909,886
Director: Human Resources	967,216	121,968	-	1,089,184
Director: National Learners' Records Database	965,125	126,601	-	1,091,726
Director: Registration and Recognition	837,757	113,578	-	951,335
Director: Research	775,904	113,194	-	889,098
	11,244,216	1,471,995	148,170	12,864,381

28. Accounting Standards

The following statements and interpretations are not yet effective in preparing the financial statements of SAQA as per Directive 5 issued by the Accounting Standards Board. The effect of the changes to the financial statements of SAQA, if any, once implemented, will not be material.

- GRAP 32 Service Concession Arrangements: Grantor
- GRAP 108 Statutory Receivables





Notes to the Annual Financial Statements

- GRAP 109 Accounting by Principals and Agents
- IGRAP 17 Service Concession Arrangements Where a Grantor Controls a Significant Residual Interest in an Asset

Standards of GRAP that an entity may use to disclose information in its financial statements:

- GRAP 20 Related Party Disclosures

Directives approved by the ASB, which are not yet effective, but can be early adopted:

- Directive 12 The Selection of an Appropriate Reporting Framework by Public Entities

29. Comments to the Statement of Comparison of Budget and Actual Amounts

Revenue

Income from services rendered is lower than budgeted due to:

R11,23 million less fee income recognised for the evaluation of foreign qualifications than budgeted for. The reason for this is due to the additional step in the evaluation process whereby qualifications are first verified with the foreign institution before the local equivalent on the South African NQF can be determined. This has led to a lengthening of the process which has resulted in the deferred income increasing by just over 50% while the income recognised has increased by 8,9%.

R1,68 million more income was generated for the verification of local qualifications. A significant increase in demand for the service has been experienced since February 2016 and this can partly be accredited to the DPSA directive to Departments to verify prospective employee qualifications with SAQA.

Rental income received is in line with the budget for the year under review.

R0,3 million less sundry income received due to fundraising initiatives that generated less income than was anticipated.

Investment revenue was higher than budgeted for by R0,30 million due to a higher average interest rate (1,04% more than the previous year) than was anticipated.

Surplus funds from prior years of R6,59 million were included in the budget. Approval was received from National Treasury to retain the surplus.



**South African Qualifications Authority***Annual Financial Statements for the year ended 31 March 2017***Notes to the Annual Financial Statements****Expenditure**

Personnel costs is underspent by R3,38 million due to the following:

Some of the vacancies for the more senior positions have taken longer to fill than planned especially the specialist positions in the Research and NLRD directorates. The process to recruit and appoint persons with the required expertise to the senior positions has been challenging and has resulted in the funds not being spent.

The Director positions in both Advocacy, Communication and Support and in Registration and Recognition were vacant for a large part of the year but both have been successfully filled in January 2017.

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

All of the normal ongoing repairs and maintenance was completed during the year. Additional funds were allocated via virements for some additional repairs and maintenance to take place for LED lighting. A small saving of R22 610 was realised during the year.

The general expenditure is underspent by an aggregate of R1,6 million.

1. There were savings of R0,4 million on staff training, educational assistance, employee wellness and staff recruitment costs.
2. There was a saving on conference costs of R0,18 million due to SAQA hosting conferences and events on SAQA's own premises where possible instead of paying for an external venue.
3. Bank charges was overspent by R0,14 million due to the costs relating to the eCommerce payment option as well as increased costs relating to client refunds made.
4. Board related costs are over budget by R0,16 million. This is due to the budget being based on the composition of the old Board and Board Sub-Committees members, while the expenditure for the members of the new Board and its Sub-Committees are higher due to their being more members for whom SAQA pays for their travel costs and attendance fees than with the previous Board.





Notes to the Annual Financial Statements

5. Saving on printing and photocopying costs of R0,53 million was realised due to SAQA saving on costs by using electronic media where possible and due to some publications not going to print before the year end.
6. Computer application developments costs was under spent by R0,4 million due to the costs being capitalised to intangible assets for the development of the DFQEAS online application system.
7. There was a saving and under expenditure of R0,79 million for Consulting fees due mainly to funds that were budgeted for the digitisation of pre-1992 learners records onto the NLRD. Funding received from Tirelo Boscha was used for the digitisation project and therefore savings were effected from SAQA's budgeted funds.
8. IT support and maintenance costs was overspent by R0,7 million due to the maintenance contract for the new storage area network and for other system maintenance that needed to be done.
9. Software licence fees are under spent by R0.45 million. This is due to the licence fees intangible asset amortisation being reflected under depreciation and amortisation of intangible assets as opposed to under software licence fees.
10. Legal fees have increased substantially during the year due to SAQA being made a respondent in various legal cases which has resulted in the legal costs being R0,44 million over budget.
11. Savings of R0,17 million were realised on qualification verification fees due to initiatives put in place to get the clients to pay some of these fees directly to the overseas institutions.
12. Electricity savings of R0,12 million were realised during the year as a result of the LED lights that have been installed in SAQA House that have reduced the usage and also led to a decrease in the demand charge that is charged to SAQA.

Property, plant and equipment (PPE) was underspent by R0,85 million as a result of not having been able to spend the additional budget allocated to the PPE by year end. This amount had been allocated to upgrade certain parts of the SAQA building and to replace some of the furniture and fittings. The procurement processes were not able to be completed before the year end due to the late allocation of the additional resources to this budget line item.

The funds spent on intangible assets was to improve the functionality of the NLRD and Verification databases as well as for the continuing development of the online application system for the DFQEAS software system. This includes software licences that were purchased that cover periods of longer than one year.



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

219

30. Irregular Expenditure

	2017	2016
	R	R
Opening balance	710,000	-
Add: Irregular Expenditure - current year	99,148	710,000
Less: Amounts condoned	(710,000)	-
	99,148	710,000

Details of irregular expenditure – current year

Schindler lifts

SAQA initially entered into a 5 year maintenance contract with Schindler Lifts for the maintenance of the lifts in SAQA House. Unless the contract is cancelled, the contract is automatically renewed for a new 5 year term on the same terms and conditions as the original contract. The lift maintenance contract expired in November 2015 and was automatically renewed for a further 5 year period. SAQA had appointed Schindler to upgrade the lift doors in February 2015 and according to that contract, should SAQA not use Schindler for the normal maintenance of the lifts then the warranties on the lift door upgrade would lapse and thereby cause additional expenditure to the state. SAQA therefore did not cancel the maintenance contract with Schindler and renewed it for a further 5 year maintenance agreement. The renewal of the contract on the same terms and conditions as the original contract exceeded the 20% variance as allowed by National Treasury for which approval was not requested. The result being that irregular expenditure in the amount of R31,007 was incurred during the year.

Optiplan

During the year under review, SAQA procured Optiplan filing system products from Waltons by means of Sole Sourcing. Waltons is the sole provider of Optiplan products in South Africa and therefore Management was of the view that Waltons, in accordance with Treasury's definition, possesses the unique and singularly available capacity to meet SAQA's requirements for its filing system. SAQA's Optiplan filing system has been in operation for numerous years. SAQA did however not invite competitive bids during this financial year for the procurement of filing system products which are similar in nature to Optiplan products. SAQA did not provide the Auditor-General with a market analysis of similar filing system products and was therefore told it incurred irregular expenditure by the Auditor-General, to the amount of R68,141 on Optiplan products for its filing system.

The Board will initiate an investigation into the above matters to satisfy itself that there was no unethical intent involved and that SAQA did not incur any loss due to the transgressions. The matter will accordingly be reported to the DHET and the National Treasury.





Notes to the Annual Financial Statements

Details of Irregular Expenditure Condoned

During the previous financial year, SAQA entered into an agreement with the Durban University of Technology (DUT) as research partner for research into TVET college-HEI articulation. An amount of R710 000 was paid to DUT during the previous financial year. An extensive process was followed to appoint the DUT, however the approval process required the final approval for single-source selection to be approved by the Executive committee, which was not done.

The Board has investigated this matter and has condoned the expenditure and has determined that SAQA did not incur any loss due to the transgression. A meeting was furthermore held with National Treasury to discuss and get agreement on the process to be followed in the future when research partners are appointed. SAQA's policy and procedures will be updated accordingly.

31. Segment Information

General Information

Identification of segments

The entity is organised and reports to management on a programme basis. There are six different programmes each with its own area of responsibility as set out in the APP on pages 44 to 130. Programme 1 - Administration is aligned with National Treasury's recommendation that the support functions form part of this Programme. There are five sub-programme's which are included in Programme 1. The other Programme's have been organised around the specific functions and deliverables that these Programme's are set to achieve in line with SAQA's mandate and functions in terms of the NQF Act.

Information reported about these segments is used by management as a basis for evaluating the segments' performances and for making decisions about the allocation of resources. The disclosure of information about these segments is also considered appropriate for external reporting purposes.

Aggregated segments

The entity operates from its offices in Pretoria and does not have any other business premises from which it conducts any operations. Programme 1 reflects aggregated information on the basis of the administration and support functions that the sub-programme's contribute to the entity's services. The verifications project and NLRD services have been aggregated under Programme 3 on the basis that they both utilise the NLRD to fulfill its functions. All the other Programme's have not been aggregated and are reflected separately based on the services rendered by each Programme.



South African Qualifications Authority
Annual Financial Statements for the year ended 31 March 2017
Notes to the Annual Financial Statements

221

31. Segment Information Continued

Types of goods and/or services by segment

These reportable segments with the revenue and expenditure for each segment are set out in the tables below. The Total column of the segment revenue agrees to and reconciles with note 2 above while the Total column of the segment expenditure agrees to and reconciles with note 3 above. The resultant aggregate deficit of the segments agrees with the deficit as reflected in the statement of financial performance. The entity does not report segmented information on the assets and liabilities of the different Programmes as these are managed on a centralised basis by the administration and support Programme and are not reported on separately to Management.

Segment surplus or deficit, assets and liabilities

2017

	Programme 1 - Administration & Support	Programme 2 - Directorate Recognition and Registration	Programme 3 - National Learners' Records Database plus Verifications	Programme 4 - DFQEAS	Programme 5 - Research	Programme 6 - International Liaison	Total
	R	R	R	R	R	R	R
Revenue							
Revenue from non-exchange transactions	51,395,000	-	5,500,000	-	-	-	56,895,000
Evaluation Fees	-	-	-	23,764,935	-	-	23,764,935
Verification Services	-	-	8,682,312	-	-	-	8,682,312
Rent	1,217,978	-	-	-	-	-	1,217,978
Proceeds from sale of PPE	28,726	-	-	-	-	-	28,726
Other Income (Sundry)	493,544	2,155,202	732,643	282,068	64,000	176,291	3,903,748
Interest Received	2,202,655	-	-	-	-	-	2,202,655
Total segment revenue	55,337,903	2,155,202	14,914,955	24,047,003	64,000	176,291	96,695,354



South African Qualifications Authority

Annual Financial Statements for the year ended 31 March 2017

Notes to the Annual Financial Statements

31. Segment Information Continued

	Programme 1 - Administration & Support	Programme 2 - Directorate Recognition and Registration	Programme 3 - National Learners' Records Database plus Verifications	Programme 4 - DFQEAS	Programme 5 - Research	Programme 6 - International Liaison	Total
	R	R	R	R	R	R	R
Expenditure							
Auditors' Remuneration	1,802,749	-	-	-	-	-	1,802,749
CEO Remuneration	1,635,519	-	-	-	-	-	1,635,519
Non-Executive Board Member Remuneration	773,093	-	-	-	-	-	773,093
Employee Related Costs	26,465,383	6,686,566	12,571,602	21,845,305	2,714,799	1,819,807	72,103,462
Depreciation and Amortisation	3,324,138	-	-	-	-	-	3,324,138
Operating Lease Charges	45,416	-	-	-	-	-	45,416
Loss on disposal of PPE	63,819	-	-	-	-	-	63,819
Loss on exchange differences	3,085	-	-	-	-	-	3,085
Printing	547,903	66,403	22,026	162,002	126,506	3,273	928,113
Legal fees	192,411	365,688	-	147,076	-	-	705,175
Consulting and professional Fees	993,495	1,237,480	199,701	160,835	31,000	-	2,622,511
Advertising and advocacy	607,209	3,000	1,000	14,000	-	-	625,209
Other operating expenses	17,145,595	144,914	1,041,834	3,703,088	1,279,720	90,615	23,405,766
Total segment expenditure	53,599,815	8,504,051	13,836,163	26,032,306	4,152,025	1,913,695	108,038,055
Total segmental surplus/(deficit)	1,738,088	(6,348,849)	1,078,792	(1,985,303)	(4,088,025)	(1,737,404)	(11,342,701)



Notes to the Annual Financial Statements

31. Segment Information Continued

2016

	Programme 1 - Administration & Support	Programme 2 - Directorate Recognition and Registration	Programme 3 - National Learners' Records Database plus Verifications	Programme 4 - DFQEAS	Programme 5 - Research	Programme 6 - International Liaison	Total
	R	R	R	R	R	R	R
Revenue							
Revenue from non-exchange transactions	54,757,000	-	-	-	-	-	54,757,000
Evaluation Fees	-	-	-	21,851,745	-	-	21,851,745
Verification Services	-	-	8,485,217	-	-	-	8,485,217
Rent	1,258,706	-	-	-	-	-	1,258,706
Other Income (Sundry)	1,613,440	719,687	737,839	144,240	51,000	257,189	3,523,395
Interest Received	1,980,720	-	-	-	-	-	1,980,720
Total segment revenue	59,609,866	719,687	9,223,056	21,995,985	51,000	257,189	91,856,783
Expenditure							
Auditors' Remuneration	1,855,191	-	-	-	-	-	1,855,191
CEO Remuneration	1,569,253	-	-	-	-	-	1,569,253
Non-Executive Board Member Remuneration	722,549	-	-	-	-	-	722,549
Employee Related Costs	23,594,280	6,711,973	10,389,168	19,386,095	1,600,863	1,843,701	63,526,080



South African Qualifications Authority

Annual Financial Statements for the year ended 31 March 2017

Notes to the Annual Financial Statements

31. Segment Information Continued

	Programme 1 - Administration & Support	Programme 2 - Directorate Recognition and Registration	Programme 3 - National Learners' Records Database plus Verifications	Programme 4 - DFQEAS	Programme 5 - Research	Programme 6 - International Liaison	Total
	R	R	R	R	R	R	R
Depreciation and Amortisation	2,931,561	-	-	-	-	-	2,931,561
Operating Lease Charges	43,805	-	-	-	-	-	43,805
Loss on disposal of PPE	15,956	-	-	-	-	-	15,956
Loss on exchange differences	7,905	-	-	-	-	-	7,905
Printing	767,975	156,075	5,182	182,069	32,994	37,362	1,181,657
Consulting and professional Fees	1,460,167	317,592	47,539	688,781	1,078,066	277,457	3,869,602
Advertising and advocacy	1,507,554	-	906	-	-	-	1,508,460
Other operating expenses	14,795,555	439,459	1,531,180	3,567,726	321,944	113,405	20,769,269
Total segment expenditure	49,271,751	7,625,099	11,973,975	23,824,671	3,033,867	2,271,925	98,001,288
Total segmental surplus/(deficit)	10,338,115	(6,905,412)	(2,750,919)	(1,828,686)	(2,982,867)	(2,014,736)	(6,144,505)

Information about geographical areas

The entity's operations are based in Pretoria in the Gauteng Province.





SAQA House
1067 Arcadia Street
Hatfield, Pretoria

Postnet Suite 248
Private Bag X06
Waterkloof, 0145

Helpdesk: +27 (0) 86 010 3188
Switchboard: +27 (0) 12 431 5000
Fax: +27 (0) 12 431 5147
General enquiries: saqainfo@saqa.org.za

ISBN: 978-1-920649-40-1