







## About SAQA...

SAQA (The South African Qualifications Authority) is a statutory body established in terms of the South African Qualifications Act of 1995 (referred to as the SAQA Act (1996)), which continued its existence under the National Qualifications Framework Act of 2008 (referred to as the NQF Act (2008)). In terms of the Public Finance Management Act, Act no 29 of 1999 (referred to as the PFMA), SAQA is a Schedule 3A National Public Entity.

## About this report ...

*This Annual Integrated Report is prepared to comply with:*

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

## The 2013/14 Annual Integrated Report...

It is the third time that SAQA is producing an annual *integrated* report. We regard integrated reporting as a journey, and each year we try to improve the report to make easier to read and more meaningful to our stakeholders.

Our aim is to provide a balanced and reasonable view of SAQA so that our stakeholders can make an informed assessment of our performance.



# TABLE OF CONTENTS

<b>PART A: GENERAL INFORMATION</b>	<b>1</b>	13. EXECUTIVE AUTHORITY	75
1. SAQA'S GENERAL INFORMATION	2	14. SAQA BOARD	75
2. LIST OF ABBREVIATIONS/ACRONYMS	3	15. FUNCTIONS OF THE SAQA BOARD	75
3. STRATEGIC OVERVIEW	5	16. ACTIVITIES OF THE SAQA BOARD AND ITS COMMITTEES	77
4. LEGISLATIVE AND POLICY MANDATES	6	17. RISK MANAGEMENT	81
5. ORGANISATIONAL STRUCTURE	9	18. INTERNAL AUDIT AND AUDIT COMMITTEES	85
6. FOREWORD BY THE CHAIRPERSON OF THE SAQA BOARD	12	19. COMPLIANCE WITH LAWS AND REGULATIONS	85
7. CHIEF EXECUTIVE OFFICER'S REPORT	14	20. FRAUD AND CORRUPTION	85
<b>PART B: PERFORMANCE INFORMATION</b>	<b>17</b>	21. CODE OF CONDUCT	85
8. STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION	18	22. SUSTAINABILITY REPORT	86
9. PREDETERMINED OBJECTIVES	18	23. COMMUNICATION WITH STAKEHOLDERS	89
10. OVERVIEW OF PUBLIC ENTITY'S PERFORMANCE	19	<b>PART D: HUMAN RESOURCE MANAGEMENT</b>	<b>91</b>
10.1 Service Delivery Environment and Strategic Outcome-Oriented Goals	19	24. INTRODUCTION	92
10.2 Organisational environment	30	25. HUMAN RESOURCE OVERSIGHT STATISTICS	93
10.3 Key policy developments and legislative changes	30	<b>PART E: FINANCIAL INFORMATION</b>	<b>97</b>
10.4 Performance information	31	26. STATEMENT OF RESPONSIBILITY	98
10.5 Summary of financial information	71	27. AUDIT AND RISK COMMITTEE REPORT	99
<b>PART C: GOVERNANCE</b>	<b>73</b>	28. REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE SOUTH AFRICAN QUALIFICATIONS AUTHORITY	101
11. INTRODUCTION	74	29. ANNUAL FINANCIAL STATEMENTS	104
12. PORTFOLIO COMMITTEE	74		







# 1. SAQA's general information

**REGISTERED NAME:** South African Qualifications Authority (SAQA)

**PHYSICAL ADDRESS:** SAQA House  
1067 Arcadia Street  
Hatfield  
Pretoria  
0083

**POSTAL ADDRESS:** PostNet Suite 248  
PrivateBag X06  
Waterkloof  
Pretoria  
0145

**TELEPHONE NUMBER:** +27 12 431 5000

**FAX NUMBER:** +27 12 431 5147

**EMAIL ADDRESS:** [saqainfo@saqa.org.za](mailto:saqainfo@saqa.org.za)

**WEBSITE ADDRESS:** [www.saqa.org.za](http://www.saqa.org.za)

**EXTERNAL AUDITORS:** Auditor-General of South Africa

**BANKERS:** Standard Bank

## 2. List of abbreviations/acronyms

ABET	Adult Basic Education and Training
ACDE	The African Council for Distance Education
ADEA	Association for the Development of Education in Africa
BRICS	The five-country grouping consisting of Brazil, Russia, India, China and South Africa
CACH	Central Applications Clearing House
CARICOM	Caribbean Community
CAS	Career Advice Service
CAT	Credit Accumulation and Transfer
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CHE	Council on Higher Education
DBE	Department of Basic Education
DCS	Department of Correctional Services
DFQEAS	Directorate Foreign Qualifications: Evaluation and Advisory Services
DHET	Department of Higher Education and Training
DPSA	Department of Public Service and Administration
DRR	Directorate: Recognition and Registration
ETQA	Education and Training Quality Assurance Body
FET	Further Education and Training
HEDCOM	Heads of Education Departments Committee
GFETQSF	General and Further Education and Training Qualifications Sub-framework
HEI	Higher Education Institution
HEMIS	Higher Education Management Information System
HEQC	Higher Education Quality Committee
HEQCIS	Higher Education Quality Committee Information System
HEQSF	Higher Education Qualifications Sub-framework
HESA	Higher Education South Africa
HPSCA	Health Professions Council of South Africa
HR	Human Resources
ICS	Integrated Communication Strategy
I & IT	Information and Information Technology
IEASA	International Education Association of South Africa
IIP	Investors in People
IT	Information Technology
ITEC	Joint Inter-Governmental Committee on Trade and Economic Co-operation (ITEC) between Russia and South Africa

MANCOM	SAQA Management Committee
MOU	Memorandum of Understanding
MTEF	Medium-term Expenditure Framework
NARIC	National Recognition Information Centre
NCAP	National Career Advice Portal
NEET	Not in employment, education or training
NLRD	National Learners' Records Database
NSA	National Skills Authority
NQF	National Qualifications Framework
NQF Act	National Qualifications Framework Act 67 of 2008
NSDS	National Skills Development Strategy
NUFFIC	Netherlands Organisation for International Co-operation in Higher Education
OECD	Organisation for Economic Co-operation and Development
OLA	Operation Level Agreements
OQSF	Occupational Qualifications Sub-framework
PALAMA	Public Administration Leadership and Management Academy
PDP	Personal Development Plan
PFMA	Public Finance Management Act
PHEI	Private Higher Education Institution
QC	Quality Council
QCTO	Quality Council for Trades and Occupations
RPL	Recognition of Prior Learning
RQF	Regional Qualifications Framework
SACDA	The South African Career Development Association
SADC	Southern African Development Community
SAPS	South African Police Service
SASCE	The Southern African Society for Co-operative Education
SAQA	South African Qualifications Authority
SAQA Act	South African Qualifications Act 58 of 1995
SETA	Sector Education and Training Authority
UCT	University of Cape Town
UFS	University of the Free State
UKZN	University of KwaZulu-Natal
Umalusi	Council for Quality Assurance in General and Further Education
UNESCO	United Nations Educational, Scientific and Agricultural Organization
UWC	University of the Western Cape
Wits	University of the Witwatersrand
WSP	Workplace Skills Plan

## 3. Strategic Overview

### VISION

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

### MISSION

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

### Principles

SAQA, in advancing the NQF:

- Ensures effectiveness to the advantage of lifelong learners, especially those in poor and rural communities;
- Embraces social justice, environmental sustainability and diversity;
- Aligns its focus with government's national imperatives and priorities, such as the Human Resource Development Strategy, Strategic Integrated Projects and the National Development Plan.

SAQA recognises the NQF as a framework for communication, collaboration and co-ordination across education, training, development and work that supports:

- Career advice services;
- Articulation;
- Recognition of prior learning (RPL);
- Staff development.

SAQA, as the oversight body of the NQF and the custodian of its values, **will boldly serve lifelong learners** by:

- Decisive leadership and co-ordination;
- Growing and valuing its people;
- Being visible through educating and advocating.

### STRATEGIC OUTCOME-ORIENTED GOALS

SAQA has set the following goals for the 2013/14 financial year:

GOAL TITLE	GOAL STATEMENT
<i>Leadership</i>	Provide bold and competent leadership in the implementation of the NQF Act to the advantage of lifelong learners
<i>Staff Development</i>	Enhance capacity, and encourage and value the contributions of staff towards organisational effectiveness and excellence in service delivery
<i>Public Positioning</i>	Publicly position SAQA as a value-adding organisation through the further development of the NQF as a roadmap for learning and progression and as a transformative mechanism for society

## 4. Legislative and policy mandates

SAQA is a statutory body established in terms of the SAQA Act (1995). It continued its existence under the NQF Act (2008).

### The Constitution of the Republic of South Africa (1996)

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

1. *Everyone has the right:*
  - a. *to a basic education, including adult basic education and training; and*
  - b. *to further education, which the state, through reasonable measures, must make progressively available and accessible.*
2. *Everyone has the right to receive education in the official language or languages of their choice in public education institutions where that education is reasonably practicable. In order to ensure the effective access to, and implementation of this right, the state must consider all reasonable education alternatives, including single medium institutions, taking into account:*
  - a. *equity;*
  - b. *practicability; and*
  - c. *the need to redress the results of past racially discriminatory laws and practices.*
3. *Everyone has the right to establish and maintain, at their own expense, independent education institutions that:*
  - a. *do not discriminate on the basis of race;*
  - b. *are registered with the state; and*
  - c. *maintain standards that are not inferior to standards at comparable public education institutions.*
4. *Subsection (3) does not preclude state subsidies for independent education institutions.*

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

5. (1) The objectives of the NQF are to:
  - (a) create a single integrated national framework for learning achievements;
  - (b) facilitate access to, and mobility and progression within, education, training and career paths;
  - (c) enhance the quality of education and training; and
  - (d) accelerate the redress of past unfair discrimination in education, training and employment opportunities.
- (2) The objectives of the NQF are designed to contribute to the full personal development of each learner and the social and economic development of the nation at large.
- (3) SAQA and the Quality Councils (QCs) must seek to achieve the objectives of the NQF by:
  - (a) developing, fostering and maintaining an integrated and transparent national framework for the recognition of learning achievements;
  - (b) ensuring that South African qualifications meet appropriate criteria, determined by the Minister as contemplated in section 8, and are internationally comparable; and
  - (c) ensuring that South African qualifications are of an acceptable quality.

**National Qualifications Framework Act, Act 67 of 2008:**

The NQF Act (2008) positions SAQA as the oversight body of the NQF and the custodian of its values. SAQA therefore co-ordinates the work of the QCs and other NQF partners including the Sector Education and Training Authorities (SETAs). This enables SAQA to engage with high-level strategic issues that enhance the coherent implementation of the NQF.

The functions of SAQA are set out in sections 5(3) and 13 of the NQF Act (2008), which became effective on 1 June 2009. In summary, SAQA:

- Must advise the Minister and decision-makers on NQF matters, oversee the implementation of the NQF, and liaise and consult with the QCs on matters relating to implementation of the NQF;
- Is mandated to develop policies and criteria for the registration of qualifications and part-qualifications, assessment, RPL and credit accumulation and transfer (CAT), recognising a professional body and registering a professional designation, and the development and maintenance of the content of level descriptors;
- Is also required to maintain a National Learners' Records Database (NLRD) to ensure that South African qualifications are of an acceptable quality, and to provide an evaluation and advisory service with respect to foreign qualifications;
- Is 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 for them;
- Must perform any function consistent with the NQF Act that the Minister may determine.

**The Public Finance Management Act, Act 29 of 1999 (PFMA), Treasury Regulations (2005), and the Framework for Strategic Plans and Annual Performance Plans (2010):**

In terms of the PFMA, 1999, SAQA is a Schedule 3A National Public Entity. SAQA complies with the PFMA and Treasury Regulations that are applicable to SAQA, and also complies with the provisions of the Framework for Strategic Plans and Annual Performance Plans.

**POLICY MANDATES:**

SAQA's work is informed and guided by the following Policies:

- White Paper for Post-School Education and Training;
- Guidelines and strategies for the NQF and other directives received from the Minister of Higher Education and Training.

From the NQF Act and the guidelines and directives received from the Minister of Higher Education and Training (HET), SAQA and its NQF partners are responsible for:

- Facilitating mobility, by developing policies and criteria towards:
  - Level Descriptors;
  - Recognition of a Professional Body and Registration of a Professional Designation;
  - Registration of a Qualification and Part-qualification;
  - Recognition of Prior Learning;
  - Credit Accumulation and Transfer;
  - Assessment.
- Addressing Level 5 qualifications and articulation between colleges and universities;
- Implementing the of NQF System of Collaboration;

- Overseeing implementation of the NQF in accordance with the NQF Policy Implementation Framework 2011-2015.

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

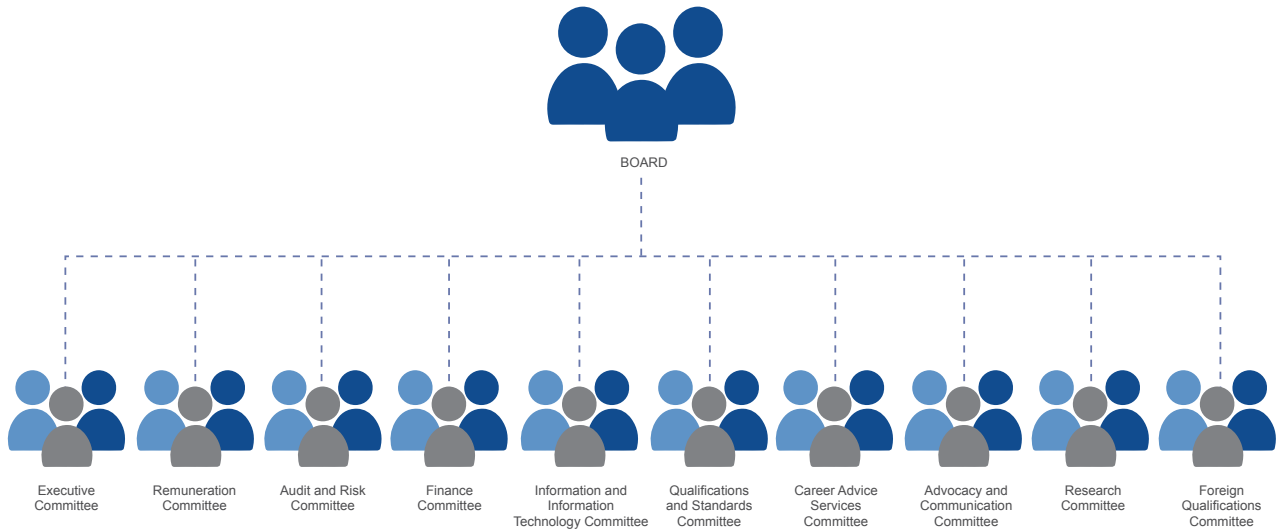
- National Development Plan 2030;
- Strategic Integrated Projects;
- Human Resource Development Strategy for South Africa (2010 – 2030);
- National Integrated Human Resources Development Plan (2014 – 2018);
- National Skills Development Strategy III and the Declaration signed at the Skills Summit.

Considering the provisions of the White Paper for Post-School Education and Training, SAQA will in the new financial year need to focus on:

- Simplification of the NQF:
  - Ensuring that NQF policies are easier to understand;
  - Addressing the over-production and non-use (proliferation) of qualifications, especially unit standards;
  - Communicating messages around the NQF in a way that make them easier for the public to understand.
- Articulation:
  - Facilitating vertical and horizontal articulation – there must be no dead ends;
  - Conducting research on articulation.
- Mediation:
  - Between QCs;
  - On behalf of learners – complaints received from learners who feel that they are unfairly being denied access or who experience other challenges with regard to articulation, but also pro-actively.

# 5. Organisational Structure

## BOARD STRUCTURE



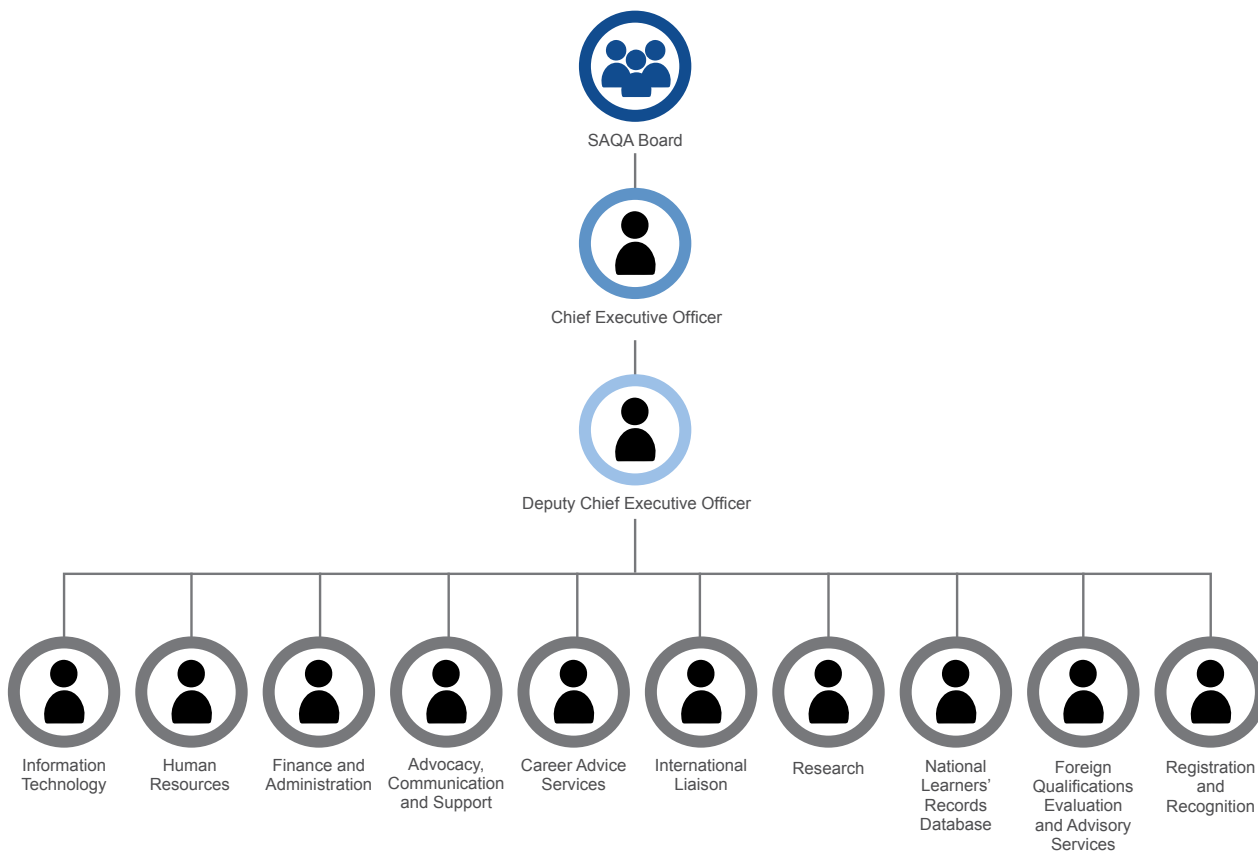
## SAQA BOARD



**1** Mr MJN Njeke (Chairperson of the Board); **2** Dr V Toni Penxa (Deputy Chairperson); **3** Ms GJ Mashabela; **4** Dr CF Barnes; **5** Mr SFA Mokonane; **6** Ms CS Müller; **7** Mr O Sipuka; **8** Mr JS Samuels (SAQA CEO); **9** Adv. KS Malunga; **10** Ms ND Moodley; **11** Dr M Rakometsi; **12** Ms CT Duba; **13** Mr A Essop; **14** Mr D Adler; **15** Prof. TG Schultz; **16** Ms MM Maboye.



## MANAGEMENT STRUCTURE



**1** Dr James Keevy, Director: International Liaison; **2** Dr Heidi Bolton, Director: Research; **3** Mr Mark Albertyn, Director: Finance and Administration; **4** Mr Victor Booysen, Director: Human Resources; **5** Dr Jody Cedras, Director: Registration and Recognition; **6** Ms Yvonne Shapiro, Director: National Learners' Records Database; **7** Ms Nadina Coetzee, Director: Foreign Qualifications Evaluation and Advisory Services; **8** Mr Joe Samuels, CEO; **9** Ms Ntsiki Gumbe, Acting Director: Career Advice Services; **10** Dr Julie Reddy, DCEO; **11** Dr Herman Ohlhoff, Director: Information Technology; **12** Mr John Arnesen, Director: Advocacy, Communication and Support

## What drives us?

### **Our goal: Bold and competent leadership in the NQF landscape**

#### **Our achievements:**

- Finalised two NQF Policies
- Provided advice to the Minister on issues relating to the three sub-frameworks

### **Our goal: Enhance capacity and value staff contributions**

#### **Our achievements:**

- Invested substantially in learning opportunities for staff
- Ensured that staff understand SAQA's mandate with a view to organisational effectiveness and excellent service delivery

### **Our goal: Publicly position SAQA's value-add in serving the learner**

#### **Our achievements:**

- Started to use the social media to inform the public about SAQA and the NQF
- Consolidated the different SAQA websites and developed a single portal through which all information regarding SAQA and the NQF can be accessed

## 6. Foreword by the Chairperson of the SAQA Board



**MJN Njeke**  
Chairperson of the SAQA Board

I am proud to comment on the progress of SAQA over the past year. In this annual integrated report it is important to note that SAQA plays an important role in South Africa in the balancing act between compliance with legislated responsibilities and the innovation that drives transformation and new initiatives.

Within this framework, SAQA has continued to make good progress in terms of its mandate of providing leadership and also managing our relationship with the three Quality Councils (QCs) as we strive to assist and support them in their important work.

In this complex environment in which we operate we continue to be driven by our mission to oversee the further development and implementation of the National Qualifications Framework and to advance its objectives, which contribute to the full development of each lifelong learner and to the social and economic development of the nation at large.

We continue to forge strong relationships with the Department of Higher Education and Training, the three QCs, a wide range of stakeholders within the education and training fraternity and across the wider stakeholder groupings.

The evidence-based research focus of SAQA located on the platform of strong national and international relationships was sustained and deepened over the past year and this enabled us to reflect critically on our objectives and practices on an ongoing basis.

I believe that I can state with confidence that the Board made good progress in providing bold and confident leadership in the implementation of the National Qualifications Framework Act to the advantage of lifelong learners.

Our leadership role in contributing to regulatory and policy debates and influencing the formulation of government policy took centre stage over the past year. This is demonstrated by the advice that we, after consultation with the QCs, provided to the Minister: HET on the matters that he raised in the Determination of the Sub-frameworks, and which resulted in the Minister: HET amending the sub-frameworks

in August 2013. We also provided inputs to the Minister and the Department on the draft White Paper for Post-School Education and Training and a wide range of new policies and regulations.

Staff development, as one of our strategic imperatives, received focused attention over the past year. This has included work on the performance recognition and reward system; briefing sessions and internal communication seminars aligning the Workplace Skills Plan with personal development plans; an emphasis on coaching as well as engagement with relevant subject matter experts.

In terms of our imperative to publicly position SAQA as a value-adding organisation, SAQA has provided input to key policy debates; participated in national and international conferences and key research studies and enhanced external communication through radio and social media campaigns as well as a range of new publications. We believe that all these activities have enhanced our credibility in the eyes of our stakeholders as well as the wider community. In addition, a study was undertaken to determine how to improve SAQA's customer focus and this work will continue to receive attention over the year ahead.

On the governance front, we take great pride in continuing our history of unqualified audit reports. The credibility of SAQA in the public domain is also worth noting as we are increasingly approached by the media for comments on a wide range of issues.

I need to express particular thanks to the Minister: HET as well as the DHET for their committed leadership and proactive drive to review and enhance strategies and policies to benefit all the learners in the post-school system in South Africa.

I wish to thank my colleagues on the SAQA Board for their commitment and support in driving the strategic objectives of SAQA. This determined focus has enabled us to take steps to address a range of challenges including funding and resource challenges and to make substantial progress in a number of key areas.

I also thank Joe Samuels, our Chief Executive Officer; Dr Julie Reddy, Deputy Chief Executive Officer, and the management and staff at all levels of the organisation. We should remember that your work at SAQA is in the national interest and that it has the potential to make a fundamental contribution to transformation in South Africa as we strive to serve the lifelong learner.




---

**MR MJN NJEKE**

**CHAIRPERSON OF THE SAQA BOARD**

## 7. Chief Executive Officer's Report



**Joe Samuels**  
**Chief Executive Officer: SAQA**

Our vision is that of a NQF that contributes to the full development of each lifelong learner and to the social and economic development of the nation at large. In order to achieve this vision, we retained our focus on serving lifelong learners in our four main areas of activity – Career Advice Services; Articulation; Recognition of Prior Learning; and Staff Development. The underpinning element to these focus areas was the drive for transformation as we strive to further develop and implement the NQF.

It therefore gives me great pleasure to report on the substantial progress that SAQA has made towards implementation. An important aspect of SAQA's work is the registration of qualifications and part-qualifications, the recognition of professional bodies and the registration of professional designations. During this reporting period, SAQA registered 198 qualifications on the NQF after evaluating them against the Policy and Criteria for the Registration of Qualifications and Part-qualifications on the NQF. 21 Professional bodies were recognised during the year under review and 53 professional designations were registered after their applications were assessed in accordance with the Policy and Criteria for Recognising Professional Bodies and Registering Professional Designations on the NQF.

In the light of the current national emphasis on youth unemployment, it is important to highlight the fact that our extensive array of career guidance services reached about 3 242 973 lifelong learners. This figure is broken down as follows: 11 518 callers to the telephone helpline and 22 046 contacted SAQA by e-mail, post and SMS. 1 134 people visited our offices and another 180 000 were reached through exhibitions. We also reached about 1.9 million listeners weekly through our Khetha radio programmes, and a further 134 580 through the website, 359 949 through the mobisite, 27 069 through Mxit and 6 677 through Facebook. 600 000 Apply Now booklets were delivered to grade 12s.

### **CAREER ADVICE SERVICES**

In terms of career advice, the Ministerial flagship project came to an end in August 2013. A new contract was signed to extend this service until the end of September 2014.

We continued to seek funding for these activities from the Department of Basic Education, a number of SETAs; the Jobsfund; international donor agencies and other private sector sources. We managed to enter into agreements with the Energy and Water Sector Education and Training Authority (EWSETA) and the Chemical Industries Education and Training Authority and the work with the EWSETA started in the year under review.

We assisted the DHET with the process of developing a National Policy for Career Development Services. This policy will provide the overarching landscape for career development services and clarify stakeholder roles and responsibilities.

Moving forward, we will focus more on the NQF Advisory Services, but we will still provide information on RPL, CAT, Accreditation, genuine qualifications and so on.

## ARTICULATION

In the important sphere of articulation, SAQA recorded a number of achievements. These included advice to the Minister in June 2013, which included a draft policy on the principles to direct articulation pathways in the NQF; a third qualification type at level 5 of the GFETQSF; the relationship between professional designations and sub-frameworks as well as unfair exclusionary practices in the professional body landscape. We also conducted an audit of the access policies of universities in terms of articulation.

We evaluated the feedback received during the public comment phases on the Draft National Policy and Criteria for Assessment and the draft National Policy for Credit Accumulation and Transfer. We succeeded in finalising these policies which we will now submit to the Councils of the quality councils for further consultation prior to submitting them to the SAQA Board for approval early in the new financial year. These policies, together with the Level Descriptors, the Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation for purposes of the NQF Act, the Policy and Criteria for Registration of Qualifications and Part-qualifications on the NQF, and the National Policy for the Implementation of the Recognition of Prior Learning, complete the full suite of NQF Policies required to facilitate articulation and which we believe provide an enabling platform from which to take articulation forward.

In terms of our policy work in the sphere of articulation, SAQA co-ordinated the publication in the Government Gazette of the Higher Education Qualifications Sub-framework (HEQSF) and the General and Further Education and Training Qualifications Sub-framework (GFETQSF)

## RECOGNITION OF PRIOR LEARNING

As an important national imperative with a key role to play in transformation, recognition of prior learning continues to require a great deal of attention and policy analysis. We published the Revised National RPL Policy and started with a process to distribute the Policy as widely as possible. We also conducted a national conference from 23 to 26 February 2014 during which the policy was workshopped with stakeholders. Practical tools to facilitate the implementation were shared with delegates from across the education, training and work sectors.

As part of the implementation strategy, we are engaged in a process to recognise Professional Bodies and monitor how they implement the RPL policy. At year end we were assisting with 20 organisational cases of RPL.

SAQA also began to implement the policy and piloted, internally, two cases of RPL in the workplace.

## STAFF DEVELOPMENT

Staff development became an area of intensified focus over the past year and we worked towards ensuring that staff development initiatives were linked to the organisation's strategic objectives. This included management briefings, staff communication and briefing sessions, support for formal education and training interventions and a regular CEO Communiqué to staff on the key achievements of the various directorates.

We believe that our wide-ranging focus on staff development will assist staff to perform their work better so as to enable SAQA to deliver on its mandate.

On the human resources front, our work included an enhanced performance management framework, a review of our human resource policies and a wide range of leadership and staff development programmes to enhance our drive to ensure customer-centric service delivery. In terms of our focus on diversity and support for employment equity imperatives, it is pleasing to record the significant progress



made which is reflected, for example, in the fact that we have 104 African female staff members against our target of 54 staff members.

## CONCLUSION

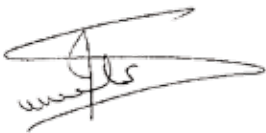
The recently published White Paper for Post-School Education and Training will no doubt require us to realign our strategic focus as we begin to engage with the impending significant changes to the post-school landscape. This will have implications for our future work as we engage in new initiatives including an attempt to simplify the National Qualifications Framework.

A major issue that will continue to receive our attention is the need to secure additional funding to enable SAQA to maintain its key functions and to continue to deliver on priorities in terms of our mandate.

No organisation can ever remain static over time. I believe therefore that SAQA will have to gear up to participate actively and professionally in a changing environment as we face new challenges and new opportunities.

I want to thank the Minister: HET and the wider DHET management for their guidance and flexibility against the background of new imperatives. We greatly appreciate their assistance.

I thank the management and staff for their hard work and commitment during a busy year and within the context of a number of new challenges. I would also like to thank the Board, as well as Dr Julie Reddy, Deputy CEO, for their leadership and ability to retain focus on the overarching objective that underpins our work – the need to reduce poverty, unemployment and inequality in South Africa as we seek to fundamentally transform our society.



**MR JOE SAMUELS**

**CHIEF EXECUTIVE OFFICER: SAQA**





## 8. Statement of responsibility for performance information

Statement of Responsibility for Performance Information for the year ended 31 March 2014:

The CEO is responsible for the preparation of the public entity's performance information and for the judgements made in this information.

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

In my opinion, the performance information fairly reflects the actual achievements against planned objectives, indicators and targets as per the strategic and annual performance plan of the public entity for the financial year ended 31 March 2014.

SAQA's performance information for the year ended 31 March 2014 has been examined by the external auditors and their report is presented on page 101 to 103.

The performance information as set out on pages 31 to 70 was approved by the SAQA Board.



**MR JOE SAMUELS**

**CHIEF EXECUTIVE OFFICER**

## 9. Predetermined objectives

The Auditor-General currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the *Predetermined Objectives* heading in the *Report on other legal and regulatory requirements* section of the auditor's report.

# 10. Overview of SAQA's performance

## 10.1 SERVICE DELIVERY ENVIRONMENT AND STRATEGIC OUTCOME-ORIENTED GOALS

SAQA is charged with overseeing the further development and implementation of the NQF, a key national policy for the transformation and integration of the education and training system in South Africa.

As part of an overall strategy to foster a culture of lifelong learning, SAQA focuses on upholding the objectives of the NQF, including access, mobility and progression. SAQA aims to enable all individuals – especially those in poor and rural communities – to value, have access to, and succeed in quality, lifelong education and training as envisioned by the NQF.

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

There are three areas that SAQA aimed to address during the reporting period and these are discussed on the following pages:



*Mr Joe Samuels, SAQA CEO, tending to a learner during the 2013 Mandela Career Festival.*

# LEADERSHIP

# VALUE OUR PEOPLE

# PUBLIC POSITIONING



## OUR GOAL

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

## KEY ACHIEVEMENTS



**198** new qualifications were registered.

**11** part-qualifications were registered: all were unit standards.

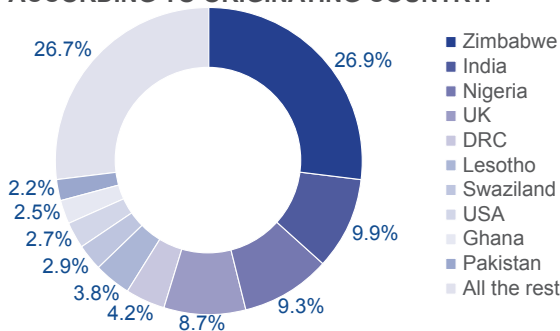
**21** professional bodies were recognised.

**53** professional designations registered.



**36 349** applications for evaluation of foreign qualifications were received and processed.

### DISTRIBUTION OF APPLICATIONS RECEIVED ACCORDING TO ORIGINATING COUNTRY:



**7 261** transcripts of achievement for individuals issued.

**18 402** records of achievement of existing employees verified.

**34 729** records of achievement of 23 338 applicants to positions in various organisations, including the public service verified.



## THE NOT SO GOOD

- We still need to do more to address articulation within the NQF system; and
- We need more funding to fully perform our functions.



## THE GOOD

We...

- Provided the Minister with advice on the matters as directed in the Determination of the Sub-frameworks on 14 December 2013. The Minister accepted SAQA's advice and amended the Determination of the Sub-frameworks on 1 August 2013;
- Finalised the draft National Policy and Criteria for Assessment and the draft National Policy for Credit Accumulation and Transfer;
- Developed a Glossary of NQF terminology (NQFpedia);
- Conducted research into the access to and articulation practices of universities;
- Monitored the extent to which articulation is addressed in the qualification and part-qualification registration process;
- Hosted an RPL Conference from 23 to 26 February 2014 during which the RPL Policy was workshopped with stakeholders and where practical tools to facilitate implementation were shared with delegates across the education, training and work sectors;
- Provided support for over 20 organisational cases of RPL;
- Managed the Career Services Implementation Task Team for Delivery Agreement 5.1 to the satisfaction of the Minister of HET;
- Signed funding agreements with the Wholesale and Retail SETA, the Energy and Water SETA and the Chemical Industries Education and Training Authority (CHIETA) to provide information and advice on career pathways services to their constituencies;
- Implemented a new Certificate of Evaluation (of foreign qualifications) with enhanced security features;
- Implemented online verification systems, both in respect of foreign qualifications evaluated and local qualifications verified;
- Conducted a detailed review of SAQA's mandate in respect of the evaluation of foreign qualifications, and submitted a proposal to strengthen the NQF Act by proposing definitions of "evaluation" and of "foreign qualification" to be included in the Act; and
- Assisted learners to deal with challenges that they experience in navigating the post-school system, especially enquiries related to access as well as unscrupulous practices by providers of education and training.

**LEADERSHIP**

**VALUE OUR PEOPLE**

**PUBLIC POSITIONING**



**ACHIEVING OUR OBJECTIVES FOR 2013/14**

**1 Implement all the requirements of the NQF Act (e.g. completing the Policies on Assessment and Credit Accumulation and Transfer (CAT), and facilitating and supporting the establishment of a national co-ordinating agency for RPL**

- We finalised the Draft National Policy and Criteria for Assessment and the draft National Policy for Credit Accumulation and Transfer, which we plan to submit to the SAQA Board for approval by July 2014. These Policies, together with the other NQF Policies that SAQA developed in the previous financial years, complete the full suite of NQF Policies that are required to facilitate articulation. This we believe will provide an enabling platform from which to take articulation forward.

**2 Monitor and report on implementation of the NQF Act through appropriate mechanisms**

- Through the CEO Committee, we continue to monitor the progress that SAQA and the QCs are making with the priorities for implementation of the NQF (as indicated in the NQF Implementation Framework 2011-2015 and the Minister's Guidelines and Priorities for the NQF 2012/13).

**3 Provide leadership in the regulatory and policy debates and influence and contribute to the formulation of government policy**

- SAQA participated in the Minister's Great Debate and the CEO Committee will now begin to address some of the matters that were raised in the discussions;
- We provided inputs on the draft White Paper for Post-School Education and Training; and
- We also provided comments on the draft Trade Test Regulations. On the basis of our comments, the Draft Trade Regulations have been revised.

**4 Secure sustainable funding by developing an appropriate costing model**

- We held an internal workshop with PWC to consider a possible costing model for SAQA, and we are developing a proposal regarding a new pricing structure for the next financial year;
- We received additional funding for the next three years from National Treasury to perform the Verifications function;
- We signed funding agreements with the Wholesale and Retail SETA, the Energy and Water SETA and the Chemical Industries Education and Training Authority (CHIETA) to provide information and advice on career pathways to their constituencies;
- We continue to use every possible opportunity to engage with the DHET regarding an increase in the baseline voted funds and for projects such as the Counter Fraud Strategy; and
- While still pursuing other funding options, we are ensuring that we prioritise activities and contain costs as much as possible.

**5 Assist and support the QCs to further the objectives of the NQF**

- We are providing assistance and support to the QCs through the work of the CEO Committee and by contributing to their policy processes;
- We also provided logistical support where required such as the use of SAQA Boardrooms by the QCTO and the SAQA CEO serves on the Audit Committee of the CHE;
- We provided support to the Quality Councils and in particular to the QCTO around their quality assurance model. In this respect we:
  - Met with the QCTO's Qualifications Development and Accreditation Directorates for an initial briefing on the QCTO's quality assurance model against qualifications recommended for registration. Staff from the QCTO addressed the 132<sup>nd</sup> SAQA Qualifications and Standards Committee meeting regarding their qualification development model;
  - Reached agreement on the reporting template for the policy and criteria for the registration of qualifications and part-qualifications on the NQF;
  - Held two work sessions with the QCTO regarding the criteria for the registration of qualifications; and
  - Presented and participated in a QCTO qualification development process for a Chef qualification; and
- Held a Q&S Committee workshop with the CHE and the QCTO regarding the proliferation of qualifications and how to address this in the interim.



**LEADERSHIP**

**VALUE OUR PEOPLE**

**PUBLIC POSITIONING**



**ACHIEVING OUR OBJECTIVES FOR 2013/14**

**6** **Oversee the implementation of a credible system of recognised, quality, articulated learning and career paths, which removes systemic barriers to access and progression, and enables easy navigation to:**

- Work with NQF Partners in addressing articulation within the NQF system;
- Support and direct the national and international mobility of lifelong learners, including workers, by facilitating the recognition of their learning;
- Ensure the credibility, integrity and reliability of information regarding learner achievements by verifying and evaluating the authenticity of documentation and information;
- Further develop a sustainable, credible and quality national career advice service;
- In respect of articulation, we:
  - Worked with the QCs and the Professional Bodies to provide the Minister with advice on the matters as directed in the Determination of the Sub-frameworks on 14 December 2012,
  - Conducted research into the access to and articulation practices of universities, and
  - Monitored the extent to which articulation is addressed in the qualification and part-qualification registration process;
- In respect of the recognition of learning:
  - The verifications service continued to provide robust and evidence-based verification of qualifications, especially to the public service. Pre-appointment verifications concerning 34 729 records of 23 338 people were received and commenced or were completed for 225 clients, public and private. A total of 7 261 individuals requested and received their own NLRD transcripts, and
  - 33 052 applications for evaluation of foreign qualifications were received and processed;
- Towards ensuring the authenticity of documentation, we:
  - Implemented a new certificate of evaluation (of foreign qualifications) with enhanced security features,
  - Implemented online verifications systems, both in respect of foreign qualifications evaluated and local qualifications verified,
  - Implemented a general tightening of internal controls,
  - Did initial investigation into document security practices at institutions, and

- Analysed international trends and also participated in international initiatives dealing with document fraud;
- In respect of the further development of a sustainable, credible and quality national career advice service, we:
  - Maintained and expanded the multi-channel helpline and reached people through the walk-in services, telephone and SMS service, Facebook, MXit, e-mail (68 620 cases across all the channels used), exhibitions and career days, the career advice website and mobi-site (494 529 website and mobi-site visits), publications (such as the Post-school Career Guide and the Apply Now! Booklets, and the weekly Khetha radio programmes on ten African language radio stations (1,9 million radio listeners per week),
  - Conceptualised and implemented the design and contents of the knowledge base to assist career advisors, and updated the contents regularly. Staff also attended a number of in-house capacity building sessions,
  - Developed, deployed and monitored a client feedback system for both inbound and intermediary functions
  - Created ten new information brochures and informed the intermediaries that these are available on the website,
  - Completed the development of the National Career Advice Portal (NCAP) and handed it over to the Department of Higher Education and Training. We continue to provide information from the NLRD and to maintain the learning pathways and the information on career paths,
  - Established relationships and implemented collaborative initiatives with 90% of FET colleges, all 14 NYDA Walk-in Centres (100%), 50% of DoL Centres, 10 Community-based NGOs, and with other organisations, government departments and structures such as SETAs, Department of Basic Education, Department of Correctional Services, GSETA Forum, contacts with at least 10 schools for the blind and near-sighted,
  - Conducted five training sessions in 5 provinces for ETDP SETA interns at walk-in centres at FET colleges, and
  - Held 4 information sessions in the Eastern Cape and Gauteng for Life Orientation Educators in partnership with DHET, Gauteng Department of Education and University of Fort Hare;

## LEADERSHIP

## VALUE OUR PEOPLE

## PUBLIC POSITIONING

- In respect of the national career development framework:
  - SAQA was officially delegated to manage the Career Services Implementation Task Team for Delivery Agreement 5.1, with the assistance of the Department of Higher Education and Training. The functions included providing leadership and secretariat support to the Task Team. We also assisted DHET to agree the framework for, and develop a first draft of, the National Career Development Policy. The work of the Task Team and SAQA's work in respect of Delivery Agreement 5.1, came to an end on 31 March 2014;
- We assisted DHET with:
  - The Mandela Day Careers Festival,
  - Printing and delivery to schools of the Apply Now! booklets, and ensuring that they were handed out to learners,
  - The Central Applications Clearing House (CACH), where SAQA provided training and scripts to the call centre, dealt with cases where callers needed career advice, and also made contact with the applicants referred by DHET on lists that reflected learners registered on the CACH website that cannot study at a Higher Education Institution; and
- SAQA has also signed agreements with the Wholesale and Retail SETA, the Energy and Water SETA and the Chemical Industries Education and Training Authority (CHIETA) to provide information and advice on career pathways to their constituencies.

### 7 Further enhance relationships with the Ministry of Higher Education and Training, and other relevant Government Departments and entities and partner organisations

- We regularly engage with the Ministry and DHET in order to enhance relationships. Many of the interactions relate to the CAS project and its associated sub-projects (Apply Now!, Mandela Day Careers Festival, and CACH). We also engage with DBE during CEO Committee meetings and have assisted with the development of a paper for the Minister of Basic Education for presentation at the Maths and Science Africa Summit;
- The CEO Committee serves as a valuable tool to enhance relationships with the NQF organisations and we are able to discuss matters of importance regarding the implementation of the NQF; and
- The CEO, Deputy CEO, Director in the office of the CEO, as well as other Directors and staff, attend meetings with other Departments, SETAs, entities and partner organisations, and these meetings serve to ensure that relationships are established and maintained, and that important strategic information reaches us.

### 8 Ensure research credibility to direct and steer policy, as well as legislative debates by:

- Using findings and outcomes from research collaboration (both nationally and internationally) to inform policy development processes and the implementation of actions;
- Steering and facilitating the intellectual debate on the NQF through interventions such as publications, conferences and research partnerships.
  - We developed a plan for the study to assess the impact of the NQF, and implementation has begun. The draft Report was circulated to the SAQA Research Committee in March 2014,
  - The longer term partnership research projects continue, and work by the SAQA research partners and various SAQA directorates fed into SAQA's consideration of the three sub-frameworks, the work by the Ministerial National RPL Task Team, the review of the RPL Policy, as well as SAQA's consideration of the White Paper on Post-School Education and Training, and
  - We conducted two research seminars during the year. These seminars had 31 and 42 participants respectively from SAQA, the QCs, DHET and DBE. The themes of the seminars were: "Through a Learning Pathways Lens: Missing Skills and Articulation" and "Realising lifelong learning through partnerships between Higher Education Institutions and workplaces: Is it possible?"



*Dr Blade Nzimande, Minister of Higher Education and Training, addressing delegates during the 2013 Mandela Career Festival.*

# LEADERSHIP

# VALUE OUR PEOPLE

# PUBLIC POSITIONING

## KEY ACHIEVEMENTS

### CAS INTERFACE STATISTICS



1.9 million weekly radio listeners.



Facebook has 6 677 "Likes".



The Website attracted 134 580 visits with 323 141 pages being viewed.



The mobi-site attracted 359 949 visits. There were 225 369 more cellphone visits than website visitors. This shows the demand for cellphone support is 73% higher than computer-based access.



Telephone: 11 518 callers.



Email: 4 200 cases.



Walk-in: 1 134 persons.



SMS: 18 022.



Post: 184.



Exhibitions: 180 000 people reached.

## SUMMARY OF KEY SAQA PROJECTS

### CAS

CAS's extensive array of career guidance services reached about 2 643 333 lifelong learners. This consists of 11 518 callers to the telephone helpline, and 22 406 contacted SAQA by e-mail, post and SMS, 1 134 who visited SAQA's offices and another 180 000 who were reached through exhibitions. We also reached about 1.9 million listeners weekly through the Khetha radio programmes, and a further 134 580 through the website, 359 949 through the mobsite, 27 069 through Mxit and 6 677 through Facebook.

CACH - SAQA provided training and scripts to the call centre, dealt with cases where callers needed career advice, and also made contact with the applicants referred by DHET on lists that reflected learners registered on the CACH website that cannot study at a Higher Education Institution.

APPLY NOW - Distributed over 600000 copies of the Apply Now Booklet to public schools

### Verifications

The verifications service continued to provide robust and evidence-based verification of qualifications, especially to the public service: Pre-appointment verifications concerning 34 729 records of 23 338 people were received and commenced or were completed for 225 clients, public and private. A total of 7 261 individuals requested and received their own NLRD transcripts; and 36 394 applications for evaluation of foreign qualifications were received and processed.

### Kha Ri Gude

The SAQA quality assurance team conducted 300 visits in 2011 and 2012, and 100 site visits in 2013. From these site visits and the annual Verification Workshop, 1705 of learner portfolios were verified in 2011/12, 2669 in 2012/13, and roughly 1800 in 2013/2014. Further, at the Verification Workshops held over the last three years an average of 38 000 learner portfolios have been put through a moderation process by around 220 volunteer co-ordinators trained by SAQA to fulfil this function.

The findings over the last three years, which have been amplified through the site visits, have generally indicated the marking was credible and that the probability of misrepresentation of achievement is low and within tolerable bounds. The learner results were found to be valid and reliable.

# LEADERSHIP

# VALUE OUR PEOPLE

# PUBLIC POSITIONING

## KEY ACHIEVEMENTS



**1 038** occupational qualifications are currently registered on the NQF.  
**9 170** higher education qualifications are currently registered on the NQF.  
**499** unit standards are currently registered on the NQF.



- **14 503 700** learners recorded on the NLRD:
  - Qualification enrolments and achievements of these learners: **14 345 256**. **25 505** of these achievements are through RPL.
  - Unit standard enrolments and achievements (**33 574 623**) of these learners, submitted by the SETAs as quality assuring bodies, and higher education modules (**60 303 067**), *submitted by the CHE: total 93 957 690* (many unit standards and courses per learner).
- **Provider Accreditations:**
  - **12 758** providers are accredited to offer **12 749** qualifications (new qualifications and provider-based qualifications and learning programmes, mostly higher education linked to the Council on Higher Education - CHE).
  - **12690** providers are accredited to offer **9 714** unit standards.
- **27 311** people recorded on the NLRD against Registered Professional Designations: of these, **23 202** have been loaded by SAICA and hold the CA(SA).



## OUR OBJECTIVES FOR 2014/15

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

1. Implement all the requirements of the NQF Act:
  - Assess SAQA's functions and operations;
  - Apply SAQA's proven processes to co-ordinate the NQF processes from conceptualisation to implementation.
2. Monitor and report on implementation of the NQF Act through appropriate mechanisms.
3. Provide leadership in the regulatory and policy debates, and influence and contribute to the formulation of government policy.
4. Secure sustainable funding.
5. Assist and support the QCs to further the objectives of the NQF.
6. Oversee the implementation of a credible system of recognised, quality, articulated learning and career paths:
  - Work with NQF partners to address articulation within the NQF system;
  - Facilitate the recognition of learners' learning;
  - Ensure the credibility, integrity and reliability of information regarding learner achievements;
  - Further develop the sustainable, credible and quality national Career Advice Service (with greater emphasis on the NQF Helpline).
7. Ensure research credibility to direct and steer policy as well as legislative debates.
8. Further enhance relationships with:
  - The Ministry of Higher Education and Training and other relevant government departments and entities;
  - Partner organisations.





LEADERSHIP

VALUE OUR PEOPLE

PUBLIC POSITIONING



OUR GOAL

To enhance capacity, and encourage and value the contributions of staff towards organisational effectiveness and excellence in service delivery.

KEY ACHIEVEMENTS



- **16** staff members passed their formal examinations.
- **56** staff members received study leave to write examinations.
- **R594 344** spent on staff development.
- **25** staff members received education assistance.



THE GOOD

We...

- Conducted sessions to ensure that staff members understand SAQA's mandate and plans for achieving the mandate;
- Ensured that staff members received feedback on their performance;
- Maintained the employee wellness programme;
- Considered interim measures for recognising staff contributions;
- Piloted two internal cases of RPL; and
- Assisted 25 staff members with education assistance.



THE NOT SO GOOD

- We still need to do more to recognise the contributions of staff; and
- We need to further improve communication with our staff, so that they are aware of developments within the organisation and of national developments outside the organisation that affect their work.



SAQA staff attending SAQA's Mid-term Review function.

LEADERSHIP

VALUE OUR PEOPLE

PUBLIC POSITIONING



## ACHIEVING OUR OBJECTIVES FOR 2013/14

### 1 Prioritise the professional development of staff and refine the performance recognition and reward systems:

- We placed renewed emphasis on staff development, and conducted three sessions with managers towards ensuring that staff development initiatives are linked to the organisation's strategic objectives;
- 25 staff members received education assistance to the value of R287 054. We spent R594 344 on staff development;
- The Remuneration and Human Resources Committee approved a proposal from management for interim measures to recognise staff contributions, while the process to refine the performance recognition and reward systems is under way;
- We piloted two internal cases of RPL, and one candidate was appointed. The other case was still under way at year end; and
- Wellness initiatives included an aerobics marathon, a professional image workshop, flu shots, management referral to EAP training, information sessions and assessments on breast cancer, diabetes, TB and a legal advice session by an advocate. A nurse was on site once a month to conduct health risk assessments.

### 3 Ensure that the organisational design is aligned to the mandate:

- Allocation of key tasks according to the SAQA mandate has already taken place. As soon as other positive responses have been received, more changes will be effected.

### 2 Ensure that SAQA's mandate is understood internally and aligned to the organisation's strategy:

- We held a briefing session for all SAQA staff members on the Annual Performance Plan for 2013/14. During this presentation we gave feedback on performance during the previous financial year, highlighted performance requirements for the new financial year, and indicated the challenges that SAQA is facing;
- A mid-term review session, which followed a similar format as the briefing session, to assess our progress half way through the financial year, took place on 21 November 2013;
- We conducted five sessions of Strategic Conversations with staff. The outcomes from these conversations were incorporated in management's inputs towards the Board's Strategy Workshop; and
- Management held a workshop during which they gained an understanding of the White Paper for Post-School Education and Training and the implications for SAQA and the NQF.



## OUR OBJECTIVES FOR 2014/15

### 1. Prioritise the professional development of staff and refine the performance recognition and reward systems towards:

- Implementing initiatives that will ensure the identification of, and optimal utilisation of core competencies, talents and funds within the organisation;
- Flexibility, nimbleness, and enhanced quality of service (starting at the source) to lifelong learners and to the public at large;
- Refine the structure of activities of the entity.

### 2. Ensure that SAQA's mandate is understood internally and aligned to the organisation's strategy;

### 3. Ensure that the organisational design is aligned to the mandate.

LEADERSHIP

VALUE OUR PEOPLE

PUBLIC POSITIONING



OUR GOAL

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

KEY ACHIEVEMENTS

Based on the perception studies conducted during the year, the awareness, understanding and value (AUV) of SAQA was as follows:



AUV = 72%



The Khetha radio programmes reached **1.9 million** listeners per week, of which **1.6 million** are categorised as LSM 1-6.



**19** publications and brochures produced.



THE GOOD

We...

- Became active in the social media, especially on Twitter. The Career Advice Services Team is also very active on Facebook. We established a Social Media Forum that met twice towards the end of the financial year;
- Published information in a format that is easier for the public to understand;
- Launched the new SAQA portal, which consolidates all SAQA's websites;
- Launched the third NQF Trends Report on Work-related (SETA linked) qualifications and part-qualifications;
- Participated in more than a hundred exhibitions during the year;
- Published a number of publications on matters of importance for the NQF;
- Continued with the Khetha radio programmes on 10 African language radio stations; and
- Participated in interviews on radio and television.



THE NOT SO GOOD

- We need to work more closely with the QCs and other partners to further improve the awareness, understanding and value of the NQF.
- We also need to improve our engagements with clients who make use of our services.



LEADERSHIP

VALUE OUR  
PEOPLEPUBLIC  
POSITIONING

## ACHIEVING OUR OBJECTIVES FOR 2013/14

### 1 Review and advance the Integrated Communication Strategy (ICS) of key messages relating to SAQA and the NQF:

- We have commissioned a study to analyse SAQA's frontline processes, and to establish how to improve our customer focus; and
- We completed three studies to investigate the level of awareness, understanding and value of SAQA and its roles, responsibilities and services within the policy makers, implementers and beneficiary markets. We have received the reports and are currently studying the outcomes.

### 2 Educate and advocate so that policy makers, policy implementers and policy beneficiaries recognise and value the role of SAQA and the NQF in the establishment of recognised learning and career path systems:

- SAQA continued to develop its social media communication capability. We became active on Twitter and had special initiatives to tweet during the NSA Skills Conference, the launch of the third NQF Trends Report on Work-related (SETA linked) qualifications and part-qualifications, and the National RPL Conference. The CAS team is also active on Facebook;
- We are developing a terms of reference for a service provider to help us with setting up capacity to integrate this with our existing media strategy and to perform the function well;
- Apart from hosting the launch of third NQF Trends Report and the National RPL Conference, we exhibited at more than a hundred career exhibitions;
- The weekly Khetha radio shows on ten African Language radio stations continued, and the SAQA CEO participated in a number of radio and television interviews. YouTube video clips were recorded of participants during the National RPL Conference;
- A number of publications were published:
- We published policy documents, research outputs, and brochures;
- We used infographics in our brochures and posters, as this makes it much easier for the public to understand the information;
- We developed a Prezi with images to assist in gaining an understanding of the NQF; and
- We also developed a summary presentation to help understand the White Paper for Post-School Education and Training;
- We placed advertisements in a number of publications aimed at the education and training sector, e.g. HR Future magazine. We also advertised in the popular press, such as City Press, and in publications focused on interest groups, e.g. the Accounter and Business Brief; and
- We worked with our counterparts to communicate the message of the NQF, as well as the Advocacy Sub-Committee of the CEO Committee which met three times and the Communication Practitioners' Forum that also includes delegates from the SETAs.



## OUR OBJECTIVES FOR 2014/15

- 1 Review and advance the Integrated Communication Strategy (ICS) of key messages relating to SAQA and the NQF;
- 2 Educate and advocate so that policy makers, policy implementers and policy beneficiaries recognise and value the role of SAQA and the NQF in the establishment of recognised learning and career path systems.



## 10.2 ORGANISATIONAL ENVIRONMENT

SAQA had previously indicated in the Annual Performance Plan for 2012/13 the expected future challenges in respect of funding as the accumulated rollover funds would have been depleted during the 2012/13 financial year.

As a result of a focused effort to contain costs – the most evident measure was that we took a deliberate decision not to fill certain vacancies during the financial year – SAQA managed to introduce some savings, for which we received approval to rollover to the 2013/14 financial year. We were therefore still able to fully render our functions during the current financial year.

SAQA needs to secure additional funding for 2014/15 onward, and while we will continue with our efforts to reprioritise our activities and curb costs, and to find alternative sources of funding, our service will be affected from the 2014/15 year onward.

## 10.3 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

No revisions and alterations took place in respect of SAQA’s mandate, but SAQA has submitted a proposal to strengthen the NQF Act by enhancing and clarifying the definition of “evaluation of a foreign qualification” and “foreign qualification”. This proposed amendment links to the review of the role and function of SAQA’s Directorate of Foreign Qualifications Evaluation and Advisory Services.

Another policy development is that the Minister of Higher Education and Training has revised the determination the NQF as a framework with three Sub-frameworks.

The Minister launched the White Paper for Post-School Education and Training in January 2014. The White Paper has strategic implications for the NQF, SAQA, the Quality Councils and the education and training sector as a whole. We have already started to consider and plan on dealing with the implications of the White Paper and the resulting legislative changes that will emerge, and will take this process forward into the new financial year.



*The SAQA Board celebrating SAQA’s 100th Board Meeting.*

## 10.4 PERFORMANCE INFORMATION

### Programme performance for 2013/14:

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

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
<b>Executive Office</b>				
1	Provide bold leadership in the transition to the NQF Act	Oversee and monitor implementation of the NQF	Monitor and oversee the implementation of the Revised NQF Implementation Framework 2011-2015	<b>Achieved</b> <ul style="list-style-type: none"> <li>SAQA monitors and oversees the implementation of the NQF Implementation Framework, as revised in May 2013, using a tool that was developed for this purpose.</li> </ul>
			Oversee and monitor the implementation of SAQA NQF Policies	<b>Achieved</b> <ul style="list-style-type: none"> <li>SAQA oversees and monitors the implementation of its NQF Policies and Criteria for the Registration of Qualifications and Part-qualifications on the NQF, Recognising a Professional Body and Registering a Professional Designation for the purposes of the NQF Act, and the Level Descriptors through the processes for registering a qualification and part-qualification and for recognising a professional body and registering a professional designation;</li> <li>SAQA oversees and monitors the implementation of the <i>National Policy for the Implementation of the Recognition of Prior Learning</i> through its involvement in organisational cases of RPL, where the interpretation and application of the Policy is addressed.</li> </ul>
			Monitor and co-ordinate implementation of the Sub-frameworks by the Quality Councils	<b>Achieved</b> <ul style="list-style-type: none"> <li>SAQA monitors and co-ordinates the implementation of the NQF by the Quality Councils during CEO Committee meetings, using a monitoring tool that was developed for this purpose.</li> </ul>
			Monitor the implementation of SAQA NQF Policies and Guidelines by Professional Bodies	<b>Achieved</b> <ul style="list-style-type: none"> <li>The main NQF Policy affecting the Professional Bodies is the RPL Policy. SAQA monitored the implementation of SAQA NQF Policies and Guidelines by Professional Bodies when considering their applications for recognition. SAQA further developed a tool to monitor continued compliance with SAQA's NQF Policies. This tool will be used from the new financial year.</li> </ul>
			Consider Ministerial Guidelines as provided with respect to SAQA's mandate	<b>Achieved</b> <ul style="list-style-type: none"> <li>The Minister confirmed that he will not be publishing guidelines for 2013/14.</li> <li>Implementation of the priorities as indicated in the Guidelines for 2012/13 continued.</li> </ul>
	Advise the Minister on matters of importance to the NQF and provide input in formulation of legislation and government policy	Input, comments and advice provided into draft legislation and policies as required	<b>Achieved</b> <p>SAQA provided comments / inputs to the following draft legislation and policies:</p> <ul style="list-style-type: none"> <li>Framework for Qualification Standards in Higher Education;</li> <li>National Skills Development Strategy III: Implementation Progress Report 2011-2013;</li> <li>Response to the Position Papers of the QCs (SAQA position) for the Great Debate;</li> <li>DBE Infrastructure Regulations;</li> <li>Trade Test Regulations;</li> <li>Draft Immigration Regulations to the Department of Home Affairs.</li> </ul>	

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
			Contribute to the White Paper process	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>SAQA provided inputs on the draft White Paper for Post-school Education and Training during the second quarter of the financial year.</li> </ul>
			Provide advice to the Minister on all requested matters	<p><b>Achieved</b></p> <p>SAQA provided advice to the Minister on the following matters emanating from the Determination of the Sub-frameworks:</p> <ul style="list-style-type: none"> <li>Draft policy on the principles that should direct the articulation pathways in the NQF;</li> <li>Desirability of a Qualification Type at Level 5 of the GFETQSF;</li> <li>Investigation regarding Occupational/Workplace-based qualifications beyond NQF Level 6;</li> <li>The relationship between Professional Designations and the Sub-frameworks</li> <li>Investigation of comparative admission practices among Professional Bodies.</li> </ul>
		Enhance relationships with stakeholders and organisations in the NQF landscape	Revise and implement the System of Collaboration to guide mutual relations as required	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The System of Collaboration was revised in May 2013, and continued to guide mutual relations during the year under review.</li> </ul>
			At least one engagement with the Minister	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The Deputy Chairperson of the Board and the CEO represented SAQA at the Great Debate hosted by the Minister.</li> </ul>
			Engage with the Ministry, DHET, and QCs as required	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>SAQA met with the Deputy Minister and officials of DHET. Several meetings took place regarding the Apply Now! campaign, funding of CAS, NCAP, and the CACH Project, and in response to Outcome 5.1: The establishment of a National Policy for Career Development.</li> </ul>
			One meeting of the NQF Forum, if required	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>There was no need for the NQF Forum to meet during the year under review.</li> </ul>
			4 of the CEO Committee meetings per year	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The CEO Committee met four times, on 3 May, 26 July, and 18 October 2013 and on 28 February 2014.</li> </ul>
			4 of each of the Councils per year (12 meetings)	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The CEO attended the meetings of the Councils of the QCs.</li> </ul>
2		Ensure effective governance, and develop and maintain human, financial, information management, ICT (information and communication technology), and infra-structural resources, to support the achievement of organisational objectives	Annual Board Plan and Budget compiled and approved	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The Annual Board Plan and Budget was approved at the 101<sup>st</sup> Board Meeting.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Support and advise the Board, Board Committees, and Management	Effective and accurate documentation to be provided for every meeting	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Effective and accurate documentation was provided for every meeting of the Board and Board Committees.</li> </ul>
			Facilitate communication with Board and Committee members as required	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Apart from communication around delivery of document packs and travel and accommodation requirements, communication took place with Board and Committee members on the evaluation of the Board and Committees and with members of the Remuneration and Human Resources and the Finance Committee on the approval of postal ballots, and with the members of the Audit and Risk Committee around the evaluation of the internal audit function.</li> </ul>
			The Board and Committees to be advised on good governance and on compliance with statutory requirements at every meeting and as required	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The Board and Committees were advised on good governance and on compliance with statutory requirements as required.</li> </ul>
			Induction of new members as required, and annual assessment of the Board, Committees, and members	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Three new members were appointed to the Advocacy and Communication Committee and an induction session was arranged for them.</li> <li>The appraisal of the Board and Board Committees was undertaken and finalised during the second and third quarter of the financial year, and a Report was presented to the 102<sup>nd</sup> Board Meeting on 3 December 2013. Each of the Committees considered their sections of the report during the last quarter of the year.</li> </ul>
			Annual review of Committees' Charters and the Governance manual	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>All the Committees reviewed their Terms of Reference, and the Board approved the revised Governance Manual at its meeting on 14 March 2014.</li> </ul>
			Communicate and monitor implementation of decisions and actions after every meeting	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Decisions and actions were communicated and monitored after every meeting through decision and action lists.</li> </ul>
			1 (and 2 drafts) Strategic Plan, 4 quarterly and 1 annual reports submitted	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The Annual Report for 2012/13 was submitted to the Minister and tabled in Parliament at the end of August 2013.</li> <li>The 4<sup>th</sup> Quarterly Report for 2012/13 as well as the Quarterly Reports for the 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> quarters were submitted to the Minister and DHET.</li> <li>The first draft of the APP for 2014/15 was submitted at the end of August 2013. The final draft of the APP was submitted on 15 November 2013, and an update on the final draft of the APP was submitted to DHET and Parliament during February and March 2014 respectively.</li> </ul>



NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
			6 policies to be reviewed	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• 25 policies were reviewed and approved during the year.</li> </ul>
3	RPL	Facilitate and oversee the implementation of RPL	<p><i>1<sup>st</sup> Quarter</i> Publish and distribute the RPL Policy approved by the SAQA Board on 15 March 2013</p> <p><i>2<sup>nd</sup> Quarter</i></p> <ul style="list-style-type: none"> <li>• Oversee the implementation of strategic RPL Projects (depending on available resources)</li> <li>• Provide support to QCs to develop sub-framework policies on RPL</li> <li>• Establish a Thematic Group on RPL under the CEO Committee</li> </ul> <p><i>3<sup>rd</sup> Quarter</i></p> <ul style="list-style-type: none"> <li>• Conduct a review of strategic RPL projects (including consideration of charging for selected functions)</li> <li>• Engage with the White Paper process</li> </ul> <p><i>4<sup>th</sup> Quarter</i></p> <ul style="list-style-type: none"> <li>• Launch RPL Policy at the national RPL Conference (23-26 February 2013)</li> <li>• Develop the strategic plan to enable SAQA to function as national co-ordinating mechanism for RPL</li> </ul>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• The RPL Policy was launched at the RPL Conference. (23-26 February 2013).</li> <li>• SAQA has enabled more than 20 organisational RPL initiatives.</li> <li>• A charging model has been drafted and a funding proposal has been developed as part of the RPL Implementation plan.</li> <li>• A draft strategic plan to enable SAQA to function as national co-ordinating body for RPL was developed.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
4	Assessment	Develop the National Assessment Policy	<p><i>1<sup>st</sup> Quarter</i> Assessment Reference Group is appointed and commences with tasks related to policy development</p> <p><i>2<sup>nd</sup> Quarter</i></p> <ul style="list-style-type: none"> <li>Continue the policy development process in consultation with key stakeholders and as guided by the Reference Group</li> <li>Commission identified research as required</li> </ul> <p><i>3<sup>rd</sup> Quarter</i></p> <ul style="list-style-type: none"> <li>Implement the public comment process</li> <li>Review the draft policy</li> </ul> <p><i>4<sup>th</sup> Quarter</i> Finalise policy and submit to the SAQA Board for approval</p>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>An Assessment Reference Group was appointed and assisted with the development of a draft policy.</li> <li>SAQA conducted a review of existing assessment policies in South Africa as a basis for the SAQA policy.</li> <li>Public comment closed on 28 January 2014, and the Assessment Policy was finalised and submitted to the Board meeting of 14 March 2014.</li> </ul>
5	Credit Accumulation and Transfer (CAT)	Develop the national CAT Policy	<p><i>1<sup>st</sup> Quarter</i></p> <ul style="list-style-type: none"> <li>CAT Reference Group is appointed and commences with tasks related to policy development including a critical engagement with the 50% residency clause</li> </ul> <p><i>2<sup>nd</sup> Quarter</i></p> <ul style="list-style-type: none"> <li>Continue the policy development process in consultation with key stakeholders and as guided by the Reference Group</li> <li>Commission identified research as required</li> </ul> <p><i>3<sup>rd</sup> Quarter</i></p> <ul style="list-style-type: none"> <li>Review the draft policy</li> <li>Conduct an audit of articulation practice</li> </ul>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>A CAT Reference Group was appointed and assisted with the development of a draft policy.</li> <li>Mr John Hart from Scotland was commissioned to review the draft CAT Policy. His paper will be published in due course.</li> <li>A paper from CAT experts in Hong Kong and Australia has also been commissioned.</li> <li>Public comment closed on 28 January 2014. The CAT Policy was finalised and submitted to the Board meeting of 14 March 2014.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
			<p><i>4<sup>th</sup> Quarter</i> Finalise policy and submit to the SAQA Board for approval</p>	
6	Articulation	Facilitate and address issues relating to articulation	<p><i>1<sup>st</sup> Quarter</i></p> <ul style="list-style-type: none"> <li>• Submit progress report on Articulation Policy (including scoping study on HET access, and draft Policy Note and Action Plan) April 2013</li> </ul> <p><i>2<sup>nd</sup> Quarter</i> Finalise and submit advice to Minister by 13 June 2013 on:</p> <ul style="list-style-type: none"> <li>• Draft policy on articulation pathways on the NQF</li> <li>• A 3<sup>rd</sup> qualification type at level 5 of the GFETQSF</li> <li>• The relationship between professional designations and sub-frameworks</li> <li>• Unfair exclusionary practices in the professional body landscape</li> <li>• Consultative Workshop on advice to the Minister</li> <li>• Consult and finalise the Standard Glossary of Terms</li> </ul> <p><i>3<sup>rd</sup> Quarter</i></p> <ul style="list-style-type: none"> <li>• Conduct an audit of articulation practice</li> <li>• Develop the campaign on recognition of NQF registered qualifications</li> <li>• Distribute widely the Standard Glossary of Terms</li> </ul>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• A progress report on Articulation Policy was submitted to the Minister (January 2014).</li> <li>• Advice was submitted to the Minister on 13 June 2013 on: <ul style="list-style-type: none"> <li>- the draft Policy on articulation pathways on the NQF;</li> <li>- A third qualification type at level 5 of the GFETQSF;</li> <li>- The relationship between professional designations and sub-frameworks;</li> <li>- Unfair exclusionary practices in the professional body landscape.</li> </ul> </li> <li>• SAQA conducted an audit of access (articulation) policies of Universities.</li> <li>• The CEO Committee approved the Standard Glossary of Terms in July 2013. SAQA piloted the app (<i>NQF pedia</i>) amongst the stakeholders for final input.</li> <li>• SAQA monitored the extent to which articulation is addressed in the qualification and part-qualification registration process. This is done at the evaluation stage with further discussion at the SAQA Qualifications and Standards Committee level. Articulation is a specific requirement of the Policy and Criteria for the Registration of Qualifications and Part-qualifications on the NQF and is thus interrogated upon receipt of recommendations from the QCs. SAQA also conducted a review of Universities' Access Policies.</li> <li>• SAQA published a pamphlet and an earlier version of "What constitutes a genuine qualification"? There are also road shows, for example with IPM, CATHSSETA, etc. as part of the campaign to "popularise" NQF-registered qualifications.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
			<p><i>4<sup>th</sup> Quarter</i></p> <ul style="list-style-type: none"> <li>• Monitor the extent to which articulation is addressed in the qualification and part-qualification registration process</li> <li>• Continue the recognition campaign for the recognition of NQF registered qualifications</li> </ul>	



**THE EXECUTIVE OFFICE**

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

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE	
<b>Career Advice Services</b>					
1	Contribute to the establishment of a national career development framework.	<i>National career development framework</i>	<p><b>1<sup>st</sup> Quarter:</b> Framework is finalised for printing</p> <p><b>2<sup>nd</sup> Quarter:</b> Framework is published in print and on the website</p> <p><b>3<sup>rd</sup> Quarter:</b> Framework is promoted via the radio and website</p> <p><b>4<sup>th</sup> Quarter:</b> Framework is promoted via the radio and website</p>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The Framework was published in print and promoted via the DHET’s website. The Framework was presented to the Cabinet Clusters (Social, Economic), and the SETA Forum by DHET and duly supported.</li> </ul> <p><b>Not achieved</b></p> <ul style="list-style-type: none"> <li>The Framework was not promoted via radio, but the promotion of the Framework became the responsibility of DHET when the Framework was published.</li> </ul>	
		Oversee the carrying out of the activities of the task team as mandated by the Minister of Higher Education and Training	Facilitate meetings and manage the Task Team membership	<b>Achieved</b>	<ul style="list-style-type: none"> <li>Meetings and membership have been managed in accordance with the Ministerial delegation. The final workshop of the Task Team was held on 5 March 2014. Support for the final draft Terms of Reference for the National Career Development Services Forum was secured.</li> </ul>
		Provide secretariat functions for the task team	Ensure all activities are undertaken within agreed timeframes	<b>Achieved</b>	<ul style="list-style-type: none"> <li>Progress on the activities of the Task Team was monitored and bi-monthly reports submitted to the DHET-CAS Steering Committee, the CAS Board Committee and the Board. Activities were undertaken within the overall agreed timeframes. The Task Team completed 100% of its tasks as delineated in Annexure B of Delivery Agreement 5.1 as per the Ministerial Delegation.</li> </ul>
		<i>Accredited qualification for career development practitioners</i> Development or use of an accredited qualification for career development practitioners on the NQF	Registration of an accredited qualification for career development practitioners on the NQF	<b>Not Achieved.</b>	<ul style="list-style-type: none"> <li>During consultation with concerned parties, it was agreed that the ETDP SETA and the QCTO will manage the process of developing the qualification.</li> <li>SAQA together with other parties are supporting the qualification development process. The development of the curriculum for the qualification has been finalised by a team of experts. It is under final scrutiny by the parties and, once agreement is reached, it will be circulated to stakeholders, providers and appropriate government structures for comment.</li> <li>It is expected that the qualification will be submitted to SAQA for registration during the second quarter of 2014.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
			<p><i>1<sup>st</sup> Quarter:</i> Establish a viable working relationship with service providers for professional development</p> <p><i>2<sup>nd</sup> Quarter:</i> Agree a programme of workshops for career advisors</p> <p><i>3<sup>rd</sup> Quarter:</i> Provide an initial pilot programme of the accredited programme to 10 participants</p> <p><i>4<sup>th</sup> Quarter</i> Monitor the programme</p>	
		<p><i>Functioning Helpline</i> Development of a knowledge base with relevant and up-to-date content on the NQF and careers</p>	<p><i>Quarter 1:</i> Conceptualisation and design of a knowledge base</p> <p><i>Quarter 2:</i> Development of a knowledge base structure</p> <p><i>Quarters 3 and 4:</i> Populating and updating content on the NQF and careers</p>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The design and contents of the knowledge base was conceptualised. The structure was developed and content on the NQF and careers is being added and updated regularly.</li> </ul>



CAREER ADVICE SERVICES

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Capacity building of Career Advisors	<p><i>Quarters 1 and 4:</i> Staff attend in-house capacity building sessions on NQF-related matters</p> <p><i>Quarter 2:</i> Staff attend external workshop on NQF-related matters</p> <p><i>Quarter 3:</i> Staff attend training relating to career development</p>	<p><b>Achieved</b></p> <p>The in-house capacity building sessions attended by staff included:</p> <ul style="list-style-type: none"> <li>• Professional bodies and level descriptors;</li> <li>• CEO strategic conversations;</li> <li>• Accreditation and recognition processes;</li> <li>• RPL workshop.</li> </ul> <p>Amended trade test regulations.</p> <ul style="list-style-type: none"> <li>• Product training.</li> <li>• NQF Ambassador Workshop for new staff.</li> <li>• Framework for Collaboration in the provision of career development services in S.A.</li> </ul> <p>In addition to the in-house capacity building sessions, staff attended training in Sign Language, Facilitation of Training, soft skills, project management, CACH orientation, Statistical Package for Social Sciences (SPSS), Excel and IBM Notes training.</p>
		16,000 cases opened, including telephone, SMS, walk-in, Facebook, Mxit	Per quarter, 4 000 cases opened including telephone, SMS, walk-in, Facebook, Mxit	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• 64 478 cases including telephone, SMS, walk-in, Facebook and Mxit were opened.</li> <li>• 68 620 cases across all the channels used, including e-mail.</li> </ul>
		Implement a feedback system	<p><i>Quarter 1:</i> Design client feedback system</p> <p><i>Quarter 2:</i> Develop and deploy client feedback system</p> <p><i>Quarter 3 and 4:</i> Monitor and report on client feedback</p>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• A client feedback system for both inbound and intermediary functions was developed, deployed and monitored.</li> <li>• A questionnaire format was used for the different audiences and channels used to provide career advice.</li> <li>• Positive feedback was received from incoming calls, walk-ins, emails and Facebook, as well as from participants at exhibitions and information sessions conducted by the Intermediaries team.</li> <li>• Every effort was made to ensure that a user-friendly service was maintained and feedback was used to continuously improve on service. Clients who were not satisfied with the service were contacted and assisted.</li> <li>• Reports on client feedback were submitted to the Career Advice Services Board Committee.</li> </ul>
		Implement the quality assurance and monitoring system	<i>Quarter 1:</i> Design and develop a system to receive feedback from users of the Helpline	<p><b>Achieved</b></p> <p>Quality assurance and monitoring measures were implemented to ensure quality provision of service at exhibitions and information sessions. These included:</p> <ul style="list-style-type: none"> <li>• train the trainer sessions conducted for all capacity building initiatives;</li> <li>• dry runs held to allow Intermediary Officers to practice and improve on facilitation and presentation skills;</li> <li>• standardised presentations developed to ensure consistent and effective communication of messages;</li> <li>• briefing sessions held for all events to ensure staff is adequately prepared for all events and training sessions;</li> <li>• debriefing sessions held for all events and training sessions to ensure that the team reflects on its own practice and continues to develop;</li> <li>• feedback provided to staff on performance at events and training sessions;</li> </ul>



NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
			<p><i>Quarter 2:</i> Implement the system and assess usefulness of data Customise as needed to optimise the system</p> <p><i>Quarters 3 and 4</i> Monitor the performance of the Helpline via a performance satisfaction rating of at least 80%</p>	<ul style="list-style-type: none"> <li>quality assurance and monitoring measures for the inbound functions included, call listening, quality check of emails and Facebook responses, and the analysis of feedback received at the walk-in desk. Weekly one-on-one coaching sessions as well as cluster sessions were conducted to address knowledge gaps that were identified;</li> <li>An 80% satisfaction rating was reached.</li> </ul>
		1.9 million radio listeners	1.9 million radio listeners	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>1.9 million radio listeners were reached through the Khetha radio programmes that broadcast in 10 African Language radio stations weekly over a period of 48 weeks.</li> </ul>
		Website and mobi-site visitors 84 000 website and mobi-site visitors	21 000 website and mobi-site visitors per quarter	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>There were 494 529 website and mobi-site visits.</li> </ul>
		Information Brochures Create 10 new information brochures	<p><i>Quarter 1:</i> Complete the design of information pamphlets for CAS</p> <p><i>Quarter 2:</i> Draft 5 new information pamphlets and solicit feedback</p> <p><i>Quarter 3:</i> Publish 5 information brochures. Draft 5 new pamphlets/ brochures and solicit feedback</p> <p><i>Quarter 4:</i> Circulate pamphlets to partner organisations (FETCs, NYDA)</p>	<p><b>Achieved.</b></p> <ul style="list-style-type: none"> <li>Ten new information brochures were created.</li> <li>They have been published on the CAS website.</li> <li>An e-mail alert was sent to all the TVET colleges and the NYDA head office informing them about these.</li> <li>Feedback was solicited via the SAQA approval process.</li> </ul>
		Career advice portal	Career advice portal completed and transferred to DHET	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The development of the National Career Advice Portal (NCAP) was completed and handed over to the DHET.</li> </ul>



NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Partnerships in delivery	<p>The national network is expanded to :</p> <ul style="list-style-type: none"> <li>• 80% of FET colleges</li> <li>• 40% NYDA Centres</li> <li>• 40% DoL Centres</li> <li>• 2 Career Development Services Centres</li> </ul>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Relationships established and collaborative initiatives implemented with 90% of FET colleges.</li> <li>• All 14 NYDA Walk-in Centres (100%).</li> <li>• 50% of DoL Centres.</li> <li>• The following career development centres: 10 Community-based NGOs, and with other organisations, government departments and structures such as SETAs, Department of Basic Education, Department of Correctional Services, GSETA Forum, and Provincial Skills Development Forums through exhibitions, sharing of career materials and information sessions.</li> <li>• Contacts with at least 10 schools for the blind and near-sighted were made and Braille career materials provided.</li> </ul>
			Training is conducted in 4 provinces	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• 5 Training sessions were conducted in 5 provinces for ETDP SETA interns at TVET colleges, Life Orientation Educators of the Department of Correctional Services, Life Orientation Educators and NGOs in KwaZulu-Natal, NGOs and Community Leaders.</li> </ul>
			Extend the collaborative and developmental relationship to SETAs and NGOs	<ul style="list-style-type: none"> <li>• 4 Information sessions were held in the Eastern Cape and Gauteng for Life Orientation Educators in partnership with DHET, Gauteng Department of Education and University of Fort Hare.</li> </ul>



**CAREER ADVICE SERVICES**

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

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
<b>International Liaison</b>				
1	Provide bold leadership in the transition to the NQF Act	Inform SAQA, the NQF partners and other stakeholders about international best practice	4 activities aimed at research, monitoring, review and analysis of policy proposals, social education and training trends internationally that may affect SAQA policy, programmes or the delivery of education and training	<p><b>Achieved</b></p> <p>SAQA conducted the following 8 activities:</p> <ul style="list-style-type: none"> <li>• Articulation report compiled for DHET;</li> <li>• CAT workshop organised ;</li> <li>• Great Debate report compiled;</li> <li>• ISCED report to UNESCO compiled;</li> <li>• HEQSF and GFETQSF gazetted;</li> <li>• Review of OQSF document;</li> <li>• Commented on Police Training Policy;</li> <li>• Participated in UNISA RPL workshop.</li> </ul>
			Focused research is conducted and a report prepared on two education and training issues	<p><b>Achieved</b></p> <p>SAQA conducted the following research, and published the following reports:</p> <ul style="list-style-type: none"> <li>• QCTO report on occupational qualifications at NQF Levels 7-10 compiled;</li> <li>• Teacher Migration research completed, and report ready for publication.</li> </ul>
			Analytical research support, internally and externally to partners and stakeholders, as required	<p><b>Achieved</b></p> <p>SAQA provided the following analytical research support:</p> <ul style="list-style-type: none"> <li>• Paper for Minister of Basic Education prepared;</li> <li>• Definitions of terms related to TVET and professional development completed ;</li> <li>• Standard Glossary of Terms completed.</li> </ul>
			Participate in two international forums to obtain best practices relating to qualifications and qualifications frameworks	<p><b>Achieved</b></p> <p>SAQA participated in the following two international forums:</p> <ul style="list-style-type: none"> <li>• Tuning workshops attended ;</li> <li>• Paper presented at the Stirling University Conference.</li> </ul>
			At least two engagements with SAQA staff, partners and stakeholders	<p><b>Achieved</b></p> <p>The following seven engagements took place with SAQA staff, partners, and stakeholders:</p> <ul style="list-style-type: none"> <li>• PAT workshops conducted on RPL;</li> <li>• Presentations made at the MANCOM and Wednesday Sessions on RPL and CAT;</li> <li>• QCTO presentation made on CAT and Assessment;</li> <li>• NSA presentations made.</li> <li>• Comment provided on HSRC document for labour markets;</li> <li>• RPL for internal staff members overseen;</li> <li>• Comments provided on adult education and training policy development.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
2	Ensure research credibility to direct and steer policy, legislative and conceptual debates on key NQF-related priorities and to impact on national and international practice	Liaise with international counterparts towards influencing SAQA's strategic direction	Liaise with at least 4 international counterparts towards influencing SAQA's strategic direction	<p><b>Achieved</b></p> <p>SAQA liaised with the following 4 international counterparts:</p> <ul style="list-style-type: none"> <li>• Development of input for ILO RPL publication;</li> <li>• HESA/EU/SAQA workshop organised;</li> <li>• Worked with UNESCO on level descriptors;</li> <li>• Research on Professional Teacher Standards completed for the Commonwealth Secretariat.</li> </ul>
		Develop, monitor, review or evaluate SAQA policies, programmes and projects that are of strategic importance to the NQF	Develop, monitor, review or evaluate two SAQA policies, programmes and projects that are of strategic importance to the NQF	<p><b>Achieved</b></p> <p>SAQA developed, monitored, or evaluated the following programmes and projects of strategic importance for the NQF:</p> <ul style="list-style-type: none"> <li>• CAT Policy development;</li> <li>• Assessment Policy development;</li> <li>• RPL Partner projects.</li> </ul>
		Participate in regional, continental and international qualifications framework related activities	Participate in at least two international activities per year (preferably with / within a BRIC country)	<p><b>Achieved</b></p> <p>SAQA participated in the following two international activities:</p> <ul style="list-style-type: none"> <li>• Provided international support to the NZQA-China reference process;</li> <li>• Seychelles Qualifications Authority supported in the development of an RPL Policy.</li> </ul>
		Participate in the development of the SADC Qualifications Framework	Participate in one meeting or workshop per year to enhance progress	<p><b>Achieved</b></p> <p>SAQA participated in the following activities to enhance progress in the development of the SADC Qualifications Framework:</p> <ul style="list-style-type: none"> <li>• RPL conference attended and papers presented;</li> <li>• SASCOC conference with the ICCE attended and presentation made;</li> <li>• SASSETA Workshop attended and inputs provided.</li> </ul>
		Assist countries and regions requesting help in the development of qualifications frameworks	Assist at least one country per year with NQF development	<p><b>Achieved</b></p> <p>SAQA assisted the following 3 countries with NQF development:</p> <ul style="list-style-type: none"> <li>• Ethiopia (ESC) NQF development supported;</li> <li>• Tanzania (TCU) NQF development supported;</li> <li>• Namibian Qualifications Authority (NQA) NQF review process supported</li> </ul> <p>Delegations from, Yemen, China, Burundi, Mozambique and Botswana were hosted.</p>
		Strengthen the South African NQF from learnings gained from international representation	Strengthen at least 1 area of the South African NQF with learnings gained from international representation	<p><b>Achieved</b></p> <p>SAQA gained learning from the following two international representations:</p> <ul style="list-style-type: none"> <li>• Be Treat Workshop re Communities of Practice development attended;</li> <li>• Tuning Conference on learning outcomes.</li> </ul>
		Develop, monitor, review or evaluate SAQA policies, programmes and projects that are of strategic importance to the NQF	Develop, monitor, review or evaluate at least two SAQA NQF policies	<p><b>Achieved</b></p> <p>SAQA developed the following two NQF policies:</p> <ul style="list-style-type: none"> <li>• CAT Policy;</li> <li>• Assessment Policy.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Identify, monitor and co-ordinate the analysis of developments and trends in the education and training sectors internationally	Conduct trends analysis of at least two international developments	<b>Achieved</b> SAQA conducted trend analyses on the following two international developments: <ul style="list-style-type: none"> <li>• Trends analysis of digital technologies (CAT paper);</li> <li>• Analysis of level descriptors used in the international context.</li> </ul>
		Elicit information and opinions of stakeholders by distributing documentation in development and hosting workshops to discuss these	Distribute at least two SAQA Bulletins	<b>Achieved</b> <b>SAQA distributed the following two Bulletins:</b> <ul style="list-style-type: none"> <li>• RPL Bulletin;</li> <li>• HESA/EU/SAQA Bulletin on the Bologna Process.</li> </ul>
			Host at least one workshop to discuss stakeholder inputs on a relevant international development	<b>Achieved</b> <ul style="list-style-type: none"> <li>• SAQA hosted a CAT Workshop.</li> </ul>
3	Enhance the capacity and value the contributions of staff towards ensuring organisational effectiveness	Lead initiatives where SAQA staff are exposed to new and critical thinking	Lead two new initiatives wherein SAQA staff are exposed to new and critical thinking	<b>Achieved</b> <b>The following two initiatives were led:</b> <ul style="list-style-type: none"> <li>• Malaysian benchmarking process;</li> <li>• Workshop on RPL, CAT and Assessment at MANCOM and Wednesday Sessions.</li> </ul>



**INTERNATIONAL LIAISON**

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

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
<b>Finance and Administration</b>				
1	Ensure effective governance, and develop and maintain human, financial, information management, ICT (information and communication technology), and infrastructural resources, to support the achievement of organisational objectives	Support strategic decision making through financial scenario planning, budgeting and maintaining effective and efficient financial management	Generate 3 budget scenarios for submission with the annual performance plan	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Produced 3 budget scenarios for the 2014/15 financial year. Submitted to the Audit &amp; Risk Committee, Finance Committee and EXCO.</li> <li>Revised budget for 2013/14 taking into account approval of surplus funds and additional funding received for the CAS project submitted to DHET for approval. Approval from DHET received for revised 2013/14 budget. Budget for 2014/15 submitted to DHET for approval.</li> </ul>
		Ensure effective governance, and compliance with sustainability and statutory requirements as applicable to SAQA	Maintain an effective and efficient financial management, reporting and controls system	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>16<sup>th</sup> Unqualified audit report received.</li> </ul>
			100% compliant to the PFMA	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Finance policies and procedures aligned to the PFMA and National Treasury Regulations. Effective and adequate controls in place.</li> </ul>
			12 monthly management accounts and 4 quarterly reports produced and submitted timeously	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>12 x monthly management accounts produced.</li> <li>4 quarterly reports completed and submitted timeously.</li> </ul>



**FINANCE AND ADMINISTRATION**



NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
			6 finance policies reviewed, updated and approved	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• 11 finance policies reviewed and approved by the Board.</li> <li>• 2 finance policies reviewed and approved by the CEO.</li> </ul>
		Ensure adherence to the procurement policy and ensure timely payment of suppliers and service providers	100% compliant to the SCM policy and procedures	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Submitted procurement plan for expenditures greater than R500 000 for the 2013/14 financial year to National Treasury. Updated Contract Schedule and Suppliers Register. Disposed of SAQA's assets no longer in use. Tender evaluations completed. Briefing notes checked for compliance.</li> <li>• 2 day workshop held with managers on Supply Chain Management and Procurement.</li> <li>• New form developed for sole sourcing approval by SCM before submission for DCEO's approval.</li> </ul>
			30 days to pay suppliers and service providers	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Suppliers paid within 30 days except where queries are still being resolved.</li> </ul>
		Ensure a healthy and safe working environment	100% compliant with OHS Act	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Service provider appointed to conduct an independent assessment of the electricity usage. Another provider appointed to examine the air quality in the building. Ongoing maintenance carried out within the building.</li> <li>• "Spekboom" plants procured to assist with air quality in offices.</li> <li>• Emergency evacuation drill completed.</li> <li>• Facilities Supervisor presentation done for all staff on recycling of e-waste.</li> </ul>



**FINANCE AND ADMINISTRATION**

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

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
<b>Human Resources Management.</b>				
1	Ensure effective governance, and develop and maintain human, financial, information management, ICT (information and communication technology), and infra-structural resources to support the achievement of organisational objectives	4 HR policies are regularly updated per annum and all are 100% compliant with relevant legal provisions	4 HR policies are updated per annum and all are 100% compliant with relevant legal provisions	<b>Achieved</b> <ul style="list-style-type: none"> <li>Updated the policies on learning and development, leave, relocation, succession planning and performance management.</li> </ul>
		Legislative compliance	WSP and ATR submitted to ETDP SETA	<b>Achieved</b> <ul style="list-style-type: none"> <li>WSP and ATR submitted to ETDP SETA as required.</li> </ul>
			Employment Equity Plan to be reviewed and report submitted to DOL	<b>Achieved</b> <ul style="list-style-type: none"> <li>EE Plan was reviewed and a report submitted on line to Department of Labour.</li> </ul>
			Clear audit on HR policy and legislative compliance	<b>Achieved</b> <ul style="list-style-type: none"> <li>Clean audit on HR policy and legislative compliance.</li> </ul>
		Ensure the availability of capacity to fulfil SAQA's mandate	80% of vacancies filled with adequately qualified staff	<b>Achieved</b> <ul style="list-style-type: none"> <li>11 vacancies were activated for filling during 2013/14, and all were by year-end filled with adequately qualified staff.</li> </ul>
			98% of vacancies filled within four months of activation of vacancies on average	<b>Not achieved</b> <ul style="list-style-type: none"> <li>Only 55.5% vacancies filled within four months of activation.</li> </ul>
		<ul style="list-style-type: none"> <li>Prioritise the professional development of staff and refine the recognition and reward systems</li> </ul>	95% of staff assessed	<b>Not achieved</b> <ul style="list-style-type: none"> <li>Still in process, 50% staff assessed by year-end.</li> </ul>
			80% of planned training implemented	<b>Not achieved</b> <ul style="list-style-type: none"> <li>62% planned training implemented.</li> </ul>
			A report on benefit structure as benchmarked with comparable organisations including market factors	<b>Achieved</b> <ul style="list-style-type: none"> <li>Benefit structure for executive and senior management benchmarked with DPSA, Umalusi, and CHE. Benefit structure for Assistant Directors and below benchmarked with DPSA.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Co-ordinated Employee Wellness initiatives	4 Wellness Initiatives	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Wellness education provided and initiatives included aerobics marathon, professional image workshop, flu shots, management referral to EAP training, information sessions and assessments on breast cancer, diabetes, TB and a legal advice session by an advocate. A nurse on site once a month conducting health risk assessments.</li> </ul>
			Implement Employee Assistance Programme	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Employee wellness counselling through Metropolitan Wellness by professionals as per service level agreement.</li> </ul>



**HUMAN RESOURCES**



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

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
<b>Information Technology.</b>				
1	Ensure effective governance, and develop and maintain human, financial, information management ICT and infrastructural resources, to support the achievement of organisational objectives	Deliver a sustainable, secure and responsive technology environment that supports SAQA's mission and objectives	Uptime of IT Systems exceeds 95%	<b>Achieved</b> • Uptime of IT Systems exceeded 95%.
			Information Security revised and meets the requirements of the IT Governance Framework	<b>Achieved</b> • The revised Policy on Information Security was approved by the Board and meets the requirements of the IT Governance Framework.
		<i>IT Governance Framework</i>	Implement and adhere to provisions of the IT Governance Framework	<b>Achieved</b> • Reports were submitted to the I & IT Steering Committee, the I & IT Committee and the Board as required.
			Review and update IT Governance Framework once a year	<b>Achieved</b> • The reviewed IT Governance Framework and IT Charter was approved by the Board; • An ICT Management Framework was created and approved by the Board.
		<i>Business Continuity Plan</i>	Business Continuity Plan reviewed and tested at least once a year	<b>Achieved</b> • The Business Continuity Plan was tested once and reviewed regularly.
	Ensure effective governance, and compliance with sustainability and statutory requirements and codes, as applicable to SAQA	<i>Policy Review</i>	Create new IT policies as required	<b>Achieved</b> • The revised Policy on Information Security and revised Policy on Change Control was approved by the Board; • The Policy on Electronic Communication was revised and submitted to the I & IT Committee and referred back for further consideration.



**INFORMATION TECHNOLOGY**

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

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
<b>Advocacy, Communication, and Support</b>				
1	Publicly position SAQA as a value-adding organisation through the further development of the NQF as a roadmap for learning and as a transformative mechanism for society	<i>SAQA and NQF visibility - NQF Policy Makers, Key Influencers and Regulators</i>		
		Networking Functions: Engage principals and key influencers	2 VIP Functions	<b>Achieved</b> <ul style="list-style-type: none"> <li>Two VIP events (100th SAQA Board Meeting and SETA-linked Qualifications and Part-qualifications) were organised.</li> <li>Six staff events held including events related to the awareness of environmental sustainability and HIV/Aids issues as well as the implementation of the SAQA Strategic Plan.</li> </ul>
			4 Staff events	
		Seminars, workshops, conferences and colloquiums	Secure 4 strategic speaker slots at key conferences for CEO/DCEO	<b>Achieved</b> <ul style="list-style-type: none"> <li>Over 20 influential speakers were invited and spoke at SAQA events. The list included esteemed international and local guests such as the Director General of the Department of Higher Education and Training and a Scottish CAT specialist.</li> <li>SAQA CEO has spoken in over 20 key events during the reporting period including at the Top Women Awards as well as Further Education and Training and National Skills Authority Conferences.</li> <li>Four Communication Practitioner Forums; four NQF Advocacy Steering Committee meetings; one multi-stakeholder Khetha programme plenary and one NQF Ambassador workshop held.</li> <li>Three Research seminars and four workshops hosted.</li> <li>RPL conference organised.</li> <li>Two Professional Body Forums supported.</li> </ul>
			4 x NQF Advocacy Steering Committee meetings	
			4 x Communication Practitioner Forums	
			4 x NQF Ambassador Masithethe workshops	
			1 x NQF Conference	
			4 x Research Seminars	
			2 x Professional Body Forums	
1 x Chairperson's Lecture				
Publications and brochures	19 x publications and brochures (including 2 x SAQA Bulletins and Annual Integrated Report)	<b>Achieved.</b> <ul style="list-style-type: none"> <li>20 Publications and brochures produced. This included two SAQA Bulletins, an Annual Integrated Report, five Infographics and a Post-School Career Guide in Braille.</li> </ul>		
SAQA Gateway	Developed and maintained to effectively support internal communication, maintained on a weekly basis	<b>Achieved.</b> <ul style="list-style-type: none"> <li>Even though the Gateway was being amalgamated with the other SAQA websites, it was maintained on a weekly basis to effectively support internal communication.</li> <li>Following a survey done during the 1st quarter, information was cleaned and new information added as required when the Gateway was being re-built as part of the SAQA portal.</li> </ul>		
	Quarterly review of content and quality			

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Social Media	<p><i>1<sup>st</sup> Quarter:</i> SAQA presence on most relevant sites viewed by the audience in relation to developments in the ETD and HR sector</p> <p><i>3<sup>rd</sup> Quarter:</i> Establish social media policy</p> <p><i>4<sup>th</sup> Quarter:</i></p> <ul style="list-style-type: none"> <li>Establish social media presence</li> <li>1 hour response times on all agreed platforms</li> </ul>	<p><b>Achieved.</b></p> <ul style="list-style-type: none"> <li>SAQA had a presence in social media sites including Twitter and Facebook.</li> <li>Following the establishment of the Policy on Social Media, SAQA rolled out an implementation plan involving the creative use of events to promote SAQA in the social media platform. In this regard, SAQA Live, the Twitter handle managed to attract over 475 followers including Cosatu and SETAs. SAQA's tweets on the National Skills Conference trended twice during the event.</li> <li>The third social media campaign on Mxit, CAS Website and Facebook was rolled out from mid-September 2013 to the second week of October 2013.</li> <li>The Khetha Campaign carried a weekly synopsis of the Apply Now! Campaign on the SABC education website, Facebook, Media update, Biz community, the marketing site and other electronic platforms.</li> <li>Twitter activities and responses, where required, were well within an hour.</li> </ul>
		Support collateral	<p>4 Stock reports</p> <p>Adequate material for key target markets as the budget allows</p>	<p><b>Achieved.</b></p> <ul style="list-style-type: none"> <li>6 Stock reports produced and 1 stock take done.</li> <li>Adequate material was, within the budget, available for the key target markets.</li> </ul>
		Press/media relations	<p>Arrange 4 interviews for CEO/DCEO (in all media - print, radio, TV and digital)</p> <p>6 proactive press releases</p> <p>2x Integrated full media campaigns per year – subject to budget, supporting key messages</p> <p>Media response (crisis) management – reactive within 24 hours</p> <p>6 advertisements / advertorials</p>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>8 interviews with the media arranged for the CEO including on ETV, SABC, DSTV, Education Handbook and Fort Community Radio.</li> <li>8 proactive press releases done.</li> <li>As part of the June Youth Month celebration, a Youth Campaign was rolled out covering 10 community radio stations and 2 commercial radio stations. Between September and October 2013 another media campaign integrating Mxit, websites, Radio Live Reads and Facebook was rolled out to support the national campaign "It's-cool-to-be-an-artisan".</li> <li>21 advertisements / advertorials were produced including 10 public station announcements on SABC African Language Stations.</li> </ul>
		Staff Product Training	<p>10 x 4 Friday weekly sessions</p> <p>Continuous review and improvement of the sessions</p>	<p><b>Not achieved</b></p> <ul style="list-style-type: none"> <li>Only 7 x 4 Friday weekly sessions took place.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The sessions were continuously reviewed and Management and Executive Management Committees involved in their improvement.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Radio and TV programmes	10x weekly x 48 week Broadcast Khetha SABC ALS programmes, provided there is adequate funding  2 stations x 2 broadcasts on Community Radio Station programmes	<b>Achieved</b> <ul style="list-style-type: none"> <li>• 480 Episodes, the third phase of the Khetha programmes aired on 10 African Language Stations.</li> <li>• As part of the Youth Campaign, 120 spots were used in 10 community radio stations to promote, among others, SAQA and DHET's partnership in providing career advice services.</li> </ul>
		Database Record of the target audience	Establish and maintain a comprehensive database of the target market	<b>Not Achieved</b> <ul style="list-style-type: none"> <li>• A team of Directors was established to manage the establishment and maintenance of a comprehensive database for SAQA.</li> <li>• Interviews to collate databases were completed with all but two directorates.</li> </ul>
		Research, monitor and evaluate perceptions and opinions of target audience	3 x research studies of opinions and perceptions of the three markets	<b>Achieved</b> <ul style="list-style-type: none"> <li>• 3 Research studies conducted to investigate the opinions and perceptions of Policy Makers, Implementers and Beneficiaries. The studies gauged the awareness, understanding and value of SAQA's role, responsibilities and services. The studies are key in monitoring and evaluation of SAQA's advocacy and communications activities.</li> </ul>
		SAQA Websites	Maintained on a weekly basis, information reviewed every quarter, quality check on all changes  Content and quality reviewed quarterly	<b>Achieved</b> <ul style="list-style-type: none"> <li>• Following a review of the content and quality of the websites, the websites were integrated into a new portal.</li> <li>• Websites were still maintained on a weekly basis to effectively support communication.</li> </ul>
		Exhibitions, festivals and outreach initiatives	6 x planned exhibitions at appropriate events  Mandela Day week	<b>Achieved</b> <ul style="list-style-type: none"> <li>• 12 planned exhibitions including the Mandela Day Career Festival conducted. The events mainly promoted SAQA's services, roles and responsibilities including the further development of the NQF.</li> </ul>
		2	SAQA Integrated FrontLine (customer care and reception services)	Implement the Integrated Communication Strategy
		Client Response	Respond to all face to face, written and incoming calls within set service standards	<b>Achieved</b> <ul style="list-style-type: none"> <li>• Responded to all face to face, written and incoming calls within client service standards.</li> </ul>
		Complaints management	Manage complaints / appreciation database	<b>Achieved.</b> <ul style="list-style-type: none"> <li>• Managed complaints and escalated to relevant directorates. Reports shared with EO.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		SAQA client service standard monitoring	Review and track new employee orientation and reminder elements	<b>Achieved</b> <ul style="list-style-type: none"> <li>SAQA client service standard was continuously monitored. The team of reception relievers was enlarged and new staff briefed on the client service standards.</li> </ul>
3	SAQA Resource and Information Centre	Acquisition	Source relevant information to support SAQA staff understanding of the NQF and Lifelong Learning and carrying out their SAQA tasks	<b>Achieved</b> <ul style="list-style-type: none"> <li>Relevant books, journals and academic databases sourced.</li> </ul>
		Responsiveness	Ensure appropriate information resources are made available to SAQA staff timeously. Records of interactions with the Resource and Information Centre	<b>Achieved</b> <ul style="list-style-type: none"> <li>News articles, books, journals and other relevant information were made available to staff.</li> <li>The Scoop It, an innovation for sharing information and news items online, was implemented.</li> </ul>



**ADVOCACY AND COMMUNICATION**



Research is responsible for conducting evidence-based research to evaluate the impact of the NQF and track the development and implementation of the NQF.

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
<b>Research</b>				
1	Provide bold leadership in the transition to the NQF Act	Leadership is provided for the co-ordination of RPL	Host a National RPL Conference, focusing on co-ordination and toolkits	<b>Achieved</b> <ul style="list-style-type: none"> <li>A National RPL Conference 2014 was hosted successfully from 23-26 February 2014.</li> </ul>
			RPL / articulation Working Document, finalisation of actions	<b>Achieved</b> <ul style="list-style-type: none"> <li>An Articulation Plan was submitted to the Minister and the RPL implementation Plan was submitted to the Executive Office.</li> <li>Two workshops were held: 22 January and 23 February 2014 to build common understandings around RPL. RPL Conference 2014 had the same aim.</li> </ul>
		Oversee co-ordination of RPL as needed	Assistance is provided with RPL implementation in at least one sub-sector	<b>Achieved</b> <ul style="list-style-type: none"> <li>Work in 17 organisational cases under way with steady progress reported in 15 of these cases and blockages experienced in 2 cases.</li> <li>Assistance in a further 6 cases was completed.</li> </ul>
			A draft database of RPL in HEIs is developed.	<b>Achieved</b> <ul style="list-style-type: none"> <li>Database developed and being updated on an ongoing basis.</li> </ul>
			A draft database of private provision of RPL is developed.	<b>Achieved</b> <ul style="list-style-type: none"> <li>Database developed and being updated on an ongoing basis.</li> </ul>
		RPL policy is easy to use and implementers are implementing it well	RPL policy is easy to use and implementers are implementing it well	<b>Achieved</b> The RPL Policy was workshopped on the first day of the National RPL Conference to develop a common understanding and enable ease of use and implementation. Implementation of RPL was showcased over the three days of the RPL 2014 Conference.
		Contribute towards the formulation of policy in the NQF Landscape	Participation in at least 5 externally hosted research events	<b>Achieved</b> SAQA participated in 21 external research events: <ul style="list-style-type: none"> <li>1st quarter: Participation in (1) DBE research workshop, (2) 8<sup>th</sup> Researching Work and Learning Conference;</li> <li>2<sup>nd</sup> quarter: Participation in (1) 20<sup>th</sup> International Conference on the Learner, (2) 31<sup>st</sup> (SADC) Regional Environmental Education Conference EEASA, (3) 7<sup>th</sup> Annual Teaching and Learning in Higher Education Conference, (4) HESA seminar on FET-HET collaboration, (5) Umalusi seminar on language exams, (6) CERT launch of education rights booklets, (7) REAL launch;</li> <li>3<sup>rd</sup> quarter: Participation in (1) NSA workshop (Sept 2013, documents developed for participants); (2) Umalusi-CEPD-WITS seminar on education in rural areas (Nov 2013); (3)/(4) HSRC seminars on skills and policy research (Nov 2013); (5) SASSETA workshop (Oct 2013); (6) DITSELA's Educator Conference (Nov 2013), (7) CEPD seminar;</li> <li>4<sup>th</sup> quarter: Participation in (1) LIMP Roundtable (Jan 2014); (2) Continuing Education workshop (Feb 2014); (3) HSRC seminar on skills and work (March 2014); (4) DHET Research Forum, (5) School of Government Research Colloquium.</li> </ul>



NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Collaborative work with NQF organisations for (a) three research workshops for staff from SAQA, the DHET, and QCs (b) collaborative work with the QCs on the NQF Impact Study	Seminars / Research Workshops: <i>1<sup>st</sup> Quarter:</i> Planning for collaborative work with NQF organisations for research workshops for the year <i>2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> Quarters:</i> One seminar/ workshop is hosted per quarter for staff from key NQF organisations Impact Study: <i>1<sup>st</sup> Quarter:</i> Planning for collaborative work on the NQF Impact Study <i>2<sup>nd</sup> and 3<sup>rd</sup> Quarters:</i> SAQA work on the NQF Impact Study continues <i>4<sup>th</sup> Quarter:</i> A draft 2013 SAQA QC NQF Impact Study report is ready for limited circulation	<p><b>Achieved.</b></p> <ul style="list-style-type: none"> <li>During the 1<sup>st</sup> quarter three research seminars were planned with SAQA's research partners for staff from the DHET, DBE, SAQA, the QCs, SETAs and other key NQF organisations for July, September, and November 2013.</li> <li>Seminars were hosted on 25 July 2013 (topic: learning pathways), 18 September 2013 (topic: HET-workplace collaboration for Lifelong Learning), and 22 January 2014 (topic: RPL model) and 23 February 2014 (topic: RPL policy)</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>1<sup>st</sup> quarter: Telephonic conversations with researchers at the QCs.</li> <li>2<sup>nd</sup> and 3<sup>rd</sup> quarter: Terms of Reference were drafted for contracted-out projects, which were then moved in-house.</li> <li>4<sup>th</sup> quarter: First round of NQF Impact Study analyses completed. Draft report circulated to SAQA's Executive Office and Research Committee (Sub Committee of the SAQA Board).</li> </ul>
		Conduct / commission / disseminate research together with research partners	SAQA research partnership projects to progress according to each project's schedule	<ul style="list-style-type: none"> <li>SAQA UWC RPL project completed all 12 deliverables on time</li> <li>SAQA-UWC Lifelong Learning project delivered 11 out of 12 deliverables on time.</li> <li>SAQA-Rhodes Learning pathways project achieved 6 out of 8 deliverables on time</li> <li>Worker Education project completed on time</li> <li>Mapping of Community Development qualifications running 6 weeks behind schedule.</li> </ul>
		Publish reports on issues of importance to the development and implementation of the NQF	Two research publications readied for printing Development of two further research publications commenced	<p><b>Achieved.</b></p> <ul style="list-style-type: none"> <li>The following two books have been readied for printing</li> <li>Successful RPL Initiatives in South Africa, Vol 1;</li> <li>Integrating Academic and Vocational knowledge: the case of Hospitality Studies at the University of Johannesburg</li> <li>Finalising of 7 other research publications has commenced as follows:</li> <li>Book - Understanding TVET College Lecturers (First draft completed and sent to RES partner for comment/ inputs);</li> <li>Book - An Inclusive RPL model - (edited and ready for peer review);</li> <li>Book - Successful RPL Initiatives in South Africa, Vol 3: RPL for access to undergraduate study at UWC - (on draft 3);</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
				<ul style="list-style-type: none"> <li>• Book - Successful RPL Initiatives in South Africa, Vol 4 RPL for access to post-graduate study at UCT - (on draft 3);</li> <li>• Book - Successful RPL Initiatives in South Africa Vol 5 - RPL in the workplace - (on draft 3);</li> <li>• Book - Successful RPL Initiatives in South Africa Vol 6 - RPL at the Workers College - (on draft 3);</li> <li>• Booklet - Learner Agency in RPL - (on draft 1).</li> </ul>
		Assistance provided for the development of CAT policy	<i>3<sup>rd</sup> Quarter:</i> Draft CAT policy ready for limited circulation	<b>Not Achieved</b> <ul style="list-style-type: none"> <li>• Assistance was provided for development of the CAT Policy, and the Policy was submitted to SAQA's Board in March 2014 for approval, but as the QCs requested additional time to comment, it was not approved.</li> </ul>
		(CAT policy approved by March 2014);	<i>4<sup>th</sup> Quarter:</i> CAT policy ready for printing	
		Oversight provided for the development of Assessment Policy (Assessment policy approved by March 2014)	<i>3<sup>rd</sup> Quarter:</i> Draft Assessment policy ready for limited circulation <i>4<sup>th</sup> Quarter:</i> Assessment policy ready for printing	<b>Not achieved</b> <ul style="list-style-type: none"> <li>• Oversight was provided for development of the Assessment Policy, and the Policy was submitted to SAQA's Board in March 2014 for approval, but as the QCs requested additional time to comment, it was not approved.</li> </ul>
2	Enhance the capacity and value the contributions of staff towards ensuring organisational effectiveness	SAQA staff is aware of the latest NQF developments, and of all SAQA processes and products. SAQA directorates are assisted with the research aspects	Two SAQA directorates/ units are assisted with the research aspects of their work	<b>Achieved</b> <ul style="list-style-type: none"> <li>• Assistance was provided to four SAQA units as follows:</li> <li>• CAS Directorate: evaluation of project assisted, provision of text for Khetha Booklet, research into EW pathways;</li> <li>• Advocacy and Communications (ACS): co-development of publications policy, SAQA video script;</li> <li>• Executive Office: (a) reviews/ critiques of: TT Report on CETS, RPL TT report, NIHSS, QC papers for Great Debate, QCTO RPL policy, HRD Council database proposal, Trade Test Regulations, Paper on Combating Fraud in the Evaluation of Foreign Qualifications, DBE infrastructure regulations, DHET articulation paper, commissioned paper on CAT; (b) co-writing SAQA's Great Debate paper; (c) writing papers and leaflets for SAQA on gender mainstreaming, Diversity in HE, RPL and Articulation, the NSC, DHET articles;</li> <li>• International Liaison: assistance with CAT Policy development and CAT paper.</li> </ul>



**RESEARCH**

Research is responsible for conducting evidence-based research to evaluate the impact of the NQF and track the development and implementation of the NQF.

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
<b>Registration and Recognition</b>				
1	Provide bold leadership in the transition to the NQF Act	Support to the QCTO and QCs regarding their quality assurance models	Monitoring implementation of the recommendations regarding the QCTO quality assurance model	<p><b>Achieved. SAQA:</b></p> <ul style="list-style-type: none"> <li>• Commenced an analysis of the QCTO revised draft dated 8 March 2013;</li> <li>• Participated in a QCTO workshop in June 2013 to look at the migration of historical qualifications to the OQSF format;</li> <li>• Met with the QCTO Qualifications Development and Accreditation Directorates to get an initial briefing of the QCTO QA model against qualifications recommended for registration.</li> <li>• Reached agreement on the reporting template for the policy and criteria for the registration of qualifications and part-qualifications on the NQF;</li> <li>• Staff from the QCTO addressed the 132<sup>nd</sup> Q&amp;S Committee regarding their qualification development model;</li> <li>• Presented and participated in a QCTO qualification development process for a Chef qualification;</li> <li>• Held two work sessions with the QCTO regarding the criteria for the registering of qualifications and problems that had been identified to date in registering OQSF qualifications;</li> <li>• Held a Q&amp;S Committee workshop with the CHE and the QCTO regarding the proliferation of qualifications and how to address this in the interim.</li> </ul>
		Policy and Criteria for Recognising Professional Bodies and Registering Professional Designations	Implement the Policy and Criteria	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• The Policy and Criteria were implemented and professional bodies were only recognised, and designations registered after applications were assessed in accordance with the Policy and Criteria.</li> </ul>
		Policy and Criteria for the Registration of Qualifications and Part-qualifications on the NQF	Implement the Policy and Criteria	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• The Policy and Criteria were implemented and qualifications and part-qualifications were only registered on the NQF after being evaluated against the Policy and Criteria.</li> </ul>
		Criteria and guidelines for international comparability	Establish criteria or guidelines for determining international comparability in respect of qualifications	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Draft criteria and guidelines were developed for consideration by the Q&amp;S Committee.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Articulation Framework	Establish the articulation policy framework	<p><b>Achieved</b></p> <p>The articulation framework consists of a policy platform where the planks are:</p> <ul style="list-style-type: none"> <li>• Level Descriptors for the NQF;</li> <li>• Policy and Criteria for the Registration of Qualifications and Part-qualifications on the NQF;</li> <li>• Policy and Criteria for Recognising Professional Bodies and Registering Professional Designations for the Purposes of the NQF Act;</li> <li>• Policy on RPL – these are completed and being implemented in</li> <li>• the evaluation/review of qualifications prior to registration;</li> <li>• Policies for CAT and Assessment are likely to be approved in 2014-2015 to complete the Articulation Framework;</li> <li>• Principles for Articulation were provided to the Minister of Higher Education and Training as advice from SAQA.</li> </ul>
		Strategic discussion teams for professional bodies, level descriptors and articulation	2 meetings of the Professional Bodies Eminent Persons Group	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• The Professional Bodies Eminent Persons Group was superseded by the Professional Bodies Forum. Four meetings were held, focusing on Professional Ethics, RPL, Collaboration with the QCTO and Learning not Leading to a qualification on the NQF.</li> </ul>
			Monitor and report on the implementation of the level descriptors	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Monitoring took place during the year, and the annual report completed to serve before the Q&amp;S Committee in May 2014.</li> <li>• Monitoring is also integral to the evaluation/ review of recommendations received from the QCs for qualifications to be registered on the NQF.</li> </ul>



**REGISTRATION AND RECOGNITION**

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
2	Publicly position SAQA as a value-adding organisation through the further development of the NQF as a roadmap for learning and as a transformative mechanism for society	Address national conferences on relevant topics (Professional Bodies, Level Descriptors, etc)	Presentations at two national conferences	<p><b>Achieved</b></p> <p>Presentations were made at:</p> <ul style="list-style-type: none"> <li>• The World Association for Co-operative Education (Articulation);</li> <li>• The Association for Certified Fraud Examiners (ETD Landscape);</li> <li>• SA Board for Personnel Practitioners (White Paper for Post-school Education &amp; Training);</li> <li>• The SA Reward Association (Competency Framework).</li> </ul>
			Develop information and advocacy material on Professional Bodies	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Development of the draft information guide was completed and will serve before the Q&amp;S Committee in 2014-2015.</li> </ul>
		Level Descriptors	1 publication on how to use level descriptors in (a) the workplace and (b) universities	<p><b>Not Achieved</b></p> <ul style="list-style-type: none"> <li>• The schooling sector publication which replaced the one for the workplace is in draft form. The universities publication is also in draft form. Both to be published in the 2014-2015 year.</li> </ul>
		Host / attend an international seminar on level descriptors	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• SAQA attended and presented on Transparency Tools (including Level Descriptors) at the EU-SA Senior Officials Seminar held in Brussels, Belgium.</li> </ul>	
		1 publication on professional bodies	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• SAQA placed an article in the PRISA (a recognised professional body) newsletter.</li> <li>• A draft publication was also submitted to the ILO for publication.</li> </ul>	
3	Work towards a system of recognised, quality, articulated learning and career paths, which removes systemic barriers to access and progression, and enables easy navigation	Recognise professional bodies and register professional qualifications	100% of applications from professional bodies applying for recognition are processed by SAQA	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• All applications that were received from professional bodies were processed.</li> <li>• 21 professional bodies met the requirements of the policy and criteria for recognition.</li> </ul>
			100% of the professional designations of recognised professional bodies are registered	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• 100% of the professional designations of recognised professional bodies were registered.</li> <li>• 53 professional designations, of the 21 professional bodies recognised, were registered.</li> </ul>
		Register qualifications and part-qualifications	Qualifications and Part-qualifications recommended by the QCs are reviewed and registered on the NQF, using the Policy and Criteria for the Registration of Qualifications and Part-qualifications on the NQF, and the national RPL policy	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• 198 qualifications evaluated/reviewed met the requirements of the policy and criteria and were registered on the NQF.</li> </ul>

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

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
<b>National Learners' Records Database</b>				
1	Work towards a system of recognised, quality, articulated learning and career paths, which removes systemic barriers to access and progression, and enables easy navigation.	Number of data extracts or data analyses for targeted government departments or other organisations	At least three data extracts or data analyses for targeted government departments or other organisations	<p><b>Achieved</b> The NLRD provided the following:</p> <p><i>For DHET:</i></p> <ul style="list-style-type: none"> <li>• Reports of Private Higher Education Institutions' qualifications, which included the NQF Sub-framework of each qualification;</li> <li>• Data extract of Provider Accreditations for Colleges (via SAQA's Directorate for Registration and Recognition, DRR);</li> </ul> <p><i>For DHET's HETMIS:</i></p> <ul style="list-style-type: none"> <li>• Extract of 2010-onwards qualification enrolments uploaded by SETAs to the NLRD.</li> </ul> <p><i>For CHE:</i></p> <ul style="list-style-type: none"> <li>• Private Higher Achievements and Enrolments by Provider and Mode;</li> <li>• Analysis of HEQCIS Data by Provider, Qualification, Enrolment / Achievement Year and Duration (initial, plus two updates).</li> </ul> <p><i>For CHE to convey to DHET:</i></p> <ul style="list-style-type: none"> <li>• Private Higher Qualification Achievements 2012.</li> <li>• For Strategic Infrastructure Projects (SIPs) at the DHET:</li> <li>• Learnership Completions.</li> <li>• For the SAQA CEO's paper for the National Skills Authority Conference, and for the presentation at SAQA's RPL Conference:</li> <li>• Latest statistics of uptake of qualifications through RPL.</li> </ul> <p><i>For Department of Labour:</i></p> <ul style="list-style-type: none"> <li>• Statistics on the completion of hairdressing qualifications.</li> </ul>
		Number of key NLRD reports	1 key NLRD report	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• With the CHE, the NLRD produced an analysis of the number of people who moved between the public and private HE system.</li> <li>• 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".</li> </ul>



NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Number of meetings of key data sources in which SAQA has participated	Participate in at least one meeting of each of at least three key data sources	<p><b>Achieved</b></p> <p>The NLRD Director represented SAQA at the following consultative committees' meetings:</p> <ul style="list-style-type: none"> <li>• DHET's Higher Education Information Standards Committee, (EISC) x 3 meetings;</li> <li>• DHET's Steering Committee for the Higher Education and Training Management Information System (HETMIS) X 4 meetings (Inaugural plus 2 further meetings);</li> <li>• DPSA's Integrated Financial Management System Qualifications and Course Catalogue Committee (IQCCC) x 1 meeting;</li> <li>• As an invited panel member, assisted Higher Education South Africa (HESA) to evaluate its tender for the digitisation of its paper records of learner achievements;</li> <li>• Gave a presentation on the NLRD to the DHET's Human Resource Development Council;</li> <li>• Met with representatives from the Department of Women, Children and People with Disabilities, the DHET, and Higher Education Disability SA, concerning the possible updates to national disability codes that will be contained in the DWCPD Discussion Document on a National Disability Rights Policy;</li> <li>• Attended the National Skills Authority Conference;</li> <li>• Theme 1 of the DHET / HSRC's Labour Market Intelligence Partnership (LMIP): 1 meeting plus part of the LMIP Policy Roundtable in January.</li> <li>• The NLRD Deputy Director participated in a workshop of the Strategic Integrated Projects (SIPs) of the DHET.</li> </ul>
		Number of countries assisted with their NQF information systems	Assist at least two countries	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Presentations on the NLRD were given to delegations from China, Mozambique and Yemen.</li> <li>• The NLRD Director met with representatives of the Botswana Police at the Botswana Embassy for a formal signing of the affidavit that was originally prepared for them in 2010, concerning a specific individual's fraudulent qualifications.</li> <li>• The NLRD Director addressed the Management Team of the Namibia Qualifications Authority (NQA) in Windhoek during February, concerning the NQA's plans to implement a system similar to the NLRD.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Maintenance and availability of minimum standards and load specifications documents for quality assurance bodies (including QCs), professional bodies, and other data suppliers, and number of information-sharing sessions held		<ul style="list-style-type: none"> <li>The NLRD Deputy Director visited Ethiopia during February, and then developed the specification for the “ENQF MIS”, which will be similar to the NLRD.</li> </ul>
			NLRD Load Specifications (including the Minimum Standard for data loads) available 24/7/365 on the “nldrinfo” URL	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>NLRD Load Specifications (including the Minimum Standard for data loads) were available 24/7/365 on the “nldrinfo” URL, including the update of these to enable the uploading of GPS co-ordinates.</li> </ul>
			Six meetings of the NLRD Partners Forum have been held	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Six meetings of the NLRD Partners Forum were held (May, July, September and November 2013; and January and March 2014).</li> </ul>
			Professional Bodies’ specifications have been fully up to date and available at all times	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Professional Bodies’ Specifications were available 24/7/365 on the “nldrpbinfo” URL.</li> </ul>
			At least one Professional Bodies’ Forum on data loading has been held	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Two Forums were held for Professional Bodies that are commencing their data loads.</li> </ul>
		Number of regular data suppliers loading data, and amount of data loaded	All of the regular data suppliers have loaded all of their data at least twice	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>All of the regular data suppliers loaded all of their data during the July-August loading period and the January-February loading period.</li> </ul>
		Number and type of gap-filling projects undertaken	Umalusi data from 1992 onwards has been loaded; the DBE data has been loaded	<p><b>Not achieved</b></p> <ul style="list-style-type: none"> <li>Umalusi successfully piloted its data, but was still busy with its loads at the end of the reporting period</li> <li>The DBE was unable to complete the loading of its data.</li> </ul>
			SAQA-HEDP: as much data as possible from all the public higher institutions that are served by the main service provider has been loaded	<p><b>Not achieved</b></p> <ul style="list-style-type: none"> <li>Progress was made with the public universities (including assistance to those that needed to clean their data), but the process was not yet completed.</li> </ul>
			The public higher solution has been rolled out to the rest of the public universities (not served by the main service provider) and their data has been loaded DFQEAS data has been loaded	<p><b>Not achieved</b></p> <ul style="list-style-type: none"> <li>The roll-out of the public higher solution to the rest of the universities is not complete. However, the 2012 HEMIS data was received and loaded.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
				<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>DFQEAS data on confirmed achievements has been loaded onto the Verification Database.</li> </ul>
			A proposal on digitising teacher records has been submitted to the DHET	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The proposal on digitising teacher records was submitted to the DHET.</li> </ul>
		Number of Private Higher Education Institutions (PHEIs) loading data to the HEQCIS, and amount of data loaded	All of the PHEIs have loaded all of their data at least twice	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>All Private Higher Education Institutions (PHEIs) have continued to use the HEQCIS, and have loaded their data as required (except the three that are newly registered and thus not yet required to do so. This will be required by the next cycle).</li> <li>The total number of learners in the HEQCIS now stands at 230 075. They have 250 179 qualification uptake results (63 949 achievements and 171 907 enrolments) between them (a further 14 323 are shown as de-enrolled).</li> </ul>
		Accuracy and integrity of data captured on-line	The content of all qualifications and part-qualifications, plus related information, is captured within agreed timeframes, and data-quality checks confirm that they are captured accurately	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The content of all qualifications and part-qualifications, plus related information, was captured within agreed timeframes, and data-quality checks confirmed that they were captured accurately.</li> </ul>
		Number and type of standard reports	Analyse all data loaded for each data supplier after every data load; other standard reports on request	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>All loaded data was fully analysed and each SETA received its six-monthly report on its learner achievement data as loaded on the NLRD.</li> <li>Other standard reports were produced on request.</li> </ul>
		Maintenance and availability of key services (such as searchable databases)	The interactive web tools have been fully up to date and available at all times	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>The searchable databases and XML service were fully up to date and available at all times.</li> <li>The listing of the NQF Sub-framework for each qualification was rolled out on the searchable databases of qualifications and part-qualifications on 19 April 2013.</li> <li>The searchable database of professional bodies and professional designations went live on 31 January 2014.</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Provision of information to the National Career Advice Portal (NCAP)	Ensure that data received on providers and qualifications is aligned to the needs of the NCAP	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Data received on providers and qualifications was aligned to the needs of the NCAP.</li> </ul>
			Provide information to the NCAP on an automated basis every 24 hours	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Information was automatically extracted for NCAP.</li> </ul>
		Amount of income and number of commissioned analyses	NLRD services (such as the XML service and verifications) generate at least the budgeted amount of income for the NLRD	<p><b>Not achieved</b></p> <ul style="list-style-type: none"> <li>The XML service generated the budgeted amount of income for the NLRD.</li> <li>Other NLRD services generated income, but not the budgeted amount.</li> <li>Verifications income increased since the price increase of August 2013, but the required amount for the year was not generated.</li> </ul>
			At least one commissioned analysis is undertaken	<p><b>Achieved</b></p> <p>Two commissioned analyses:</p> <ul style="list-style-type: none"> <li>The DBE's ECD Branch commissioned an analysis of achievement of qualifications by Grade R practitioners;</li> <li>The Strategic Infrastructure Projects (SIPs) at the DHET commissioned an analysis of achievement of qualifications related to scarce skills that were identified by OFO Codes.</li> </ul>
		Maintenance and availability of project documentation (procedures and standards); number of meetings of the SAQA/ DPSA Steering Committee of the Verifications Project for the Public Service	The Verifications Project's methodology, standards and outputs are developed and maintained; at least two meetings of the SAQA/ DPSA Steering Committee of the Verifications Project for the Public Service are held	<p><b>Achieved</b></p> <p>The Verifications Project's methodology, standards and outputs were developed and maintained:</p> <ul style="list-style-type: none"> <li>The verifications service continued to provide robust and evidence-based verification of qualifications, especially to the public service;</li> <li>The project methodology continued to be streamlined and improved;</li> <li>Extensive input was given to the DPSA on the planned revisions to their Directive;</li> <li>A response was prepared for the Attorney-general's "FAQs" (as relevant to verifications) for government departments;</li> <li>The verifications service underwent an internal audit;</li> <li>Two meetings of the SAQA/DPSA Steering Committee of the Verifications Project for the Public Service were held (in January and March 2014).</li> </ul>

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
		Number of analyses of verifications done	Analyses of the verifications done are produced at least monthly, and for the year for the Annual Report	<p><b>Achieved</b></p> <p>Analyses were produced, including:</p> <ul style="list-style-type: none"> <li>• General monthly analyses;</li> <li>• The number of government departments using the service;</li> <li>• Analyses of both the potential and actual effect of the price increase;</li> <li>• Public Sector verifications received before new prices (with specific reference to any backlogs);</li> <li>• The overall level of fraud detected since the inception of SAQA verifications;</li> <li>• The most popular qualification types being verified;</li> <li>• Number of verification e-mail messages;</li> <li>• Number and type of communication with clients;</li> <li>• Expected versus actual priority for completed verifications (indicating turnaround time);</li> <li>• Expected versus actual priority for verifications not yet complete (indicating when to wrap up records);</li> </ul>
		Client service: maintenance and enhancement of the searchable database of verifications (“SAQA VeriSearch”)	Client service: maintenance and enhancement of SAQA VeriSearch; to be available at all times	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• SAQA VeriSearch was rolled out on 1 August 2013. Since then, it has been maintained and fully available at all times.</li> <li>• Clients with limited or no internet access have been assisted.</li> </ul>
		Contact with verifications information partners	Communication with information partners has been maintained and enhanced	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Communication with information partners has been maintained and enhanced.</li> </ul>
		Extra assignment: SAQA Stakeholder Contacts Database	Development and implementation of a SAQA Stakeholder Contacts Database (SSCD), for use across SAQA	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• The SSCD has been developed and implemented.</li> </ul>



**NATIONAL LEARNERS' RECORDS DATABASE**

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

NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
<b>Foreign Qualifications Evaluation and Advisory Services</b>				
1	Provide bold leadership in the transition to the NQF Act	<p>There is at least one indicator of each of the following:</p> <ul style="list-style-type: none"> <li>• The function is located within the South African and organisational contexts and geared at national needs;</li> <li>• Business practice is overhauled in line with the above; and</li> <li>• The change process is managed</li> </ul> <p>The relationship with one strategic partner is strengthened in the course of the financial year</p>	<p>1<sup>st</sup> Quarter: Undertake consultation to inform the review and consolidate findings to determine the desired way forward</p> <p>2<sup>nd</sup> Quarter • Develop an action plan for change and change management • Commence short term actions</p> <p>3<sup>rd</sup> Quarter • Finalise short term actions • Commence medium term actions as outlined in the action plan</p> <p>4<sup>th</sup> Quarter Finalise medium term actions as outlined in the action plan</p> <p>1<sup>st</sup> Quarter: Identify one strategic relationship that requires strengthening for the national good</p> <p>2<sup>nd</sup> Quarter Set up a frequent communication mechanism with that partner</p> <p>3<sup>rd</sup> Quarter Use the communication mechanism to strengthen co-operation</p> <p>4<sup>th</sup> Quarter Use the communication mechanism to strengthen co-operation</p>	<p><b>Not Achieved</b></p> <p>While the broad deliverables of the action plan were achieved, the detailed actions changed as the implementation process unfolded, and therefore not all the actions as listed in the action plan were achieved.</p> <p><b>Achieved</b></p> <p>The Department of Home Affairs was identified as a key partner in the previous financial year:</p> <ul style="list-style-type: none"> <li>• Contact was established by the SAQA CEO.</li> <li>• At a meeting with Home Affairs on 30 July 2013 agreement was reached on frequent communication mechanisms.</li> <li>• Home Affairs is represented on the Foreign Qualifications Committee of the SAQA Board.</li> <li>• The directorate supported continued communication at CEO/ DG level.</li> <li>• SAQA engaged with and commented on draft immigration regulations to ensure firm incorporation of its role.</li> </ul>



NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
2	Publicly position SAQA as a value- adding organisation through the further development of the NQF as a roadmap for learning and as a transformative mechanism for society	The findings of the stakeholder satisfaction survey led to the review of at least three products and/or services	<p><i>Quarter 1:</i> Finalise phase 1 of survey; conceptualise changes recommended from evaluation of products and services</p> <p><i>Quarter 2:</i> Finalise phase 2 of survey; update conceptualised changes</p> <p><i>Quarter 3:</i> Design and implement initial changes</p> <p><i>Quarter 4:</i> Roll out the implementation of changes</p>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Reports on the outcome of the Stakeholder Satisfaction Survey (Phases I and II) contain general and specific recommendations on how to address the needs raised by respondents.</li> <li>• Implemented the following changes:                             <ul style="list-style-type: none"> <li>• Enhanced pre-registration screening;</li> <li>• Redefined evaluation and changed approach according to a Recognition Value Chain model;</li> <li>• Certificate security;</li> <li>• Review of Standard Operating Procedures;</li> </ul> </li> <li>• Stakeholder orientation sessions to clarify the SAQA role and function and planned continuation of this (stakeholder engagement strategy);</li> <li>• Enhanced provision in Contact Centre</li> <li>• New SAQA website launched;</li> <li>• More pertinent role by key liaison persons;</li> <li>• Work undertaken to enhance evaluation methodology (taking cognisance of outcomes and level descriptors).</li> </ul>
3	Work towards a system of recognised, quality, articulated learning and career paths, which removes systemic barriers to access and progression, and enables easy navigation	Recognition of foreign qualifications is enhanced through: <ul style="list-style-type: none"> <li>• Evaluation methodology that begins to incorporate learning outcomes</li> <li>• At least two new measures to counteract fraud implemented by the end of the financial year</li> </ul>	<p><i>Quarter 1:</i> Consult on the incorporation of learning outcomes in NQF informed credential evaluation environments</p> <p><i>Quarter 2:</i></p> <ul style="list-style-type: none"> <li>• Undertake further research on existing / proposed practices</li> <li>• Implement one new counter- fraud mechanism</li> </ul> <p><i>Quarter 3:</i></p> <ul style="list-style-type: none"> <li>• Use findings to test alternative methodologies in practice</li> </ul> <p><i>Quarter 4:</i></p> <ul style="list-style-type: none"> <li>• Document emerging methodology for the purpose of up-skilling and consistency</li> <li>• Implement one new counter-fraud mechanism</li> </ul>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• A workshop with the Directorate Registration and Recognition was held on 26 August 2013.</li> <li>• Research on learning outcomes was undertaken and a methodological model developed and documented. This was tested with a focus on the UK system of education and workshopped with selected staff.</li> </ul> <p>The following counter-fraud measures were implemented:</p> <ul style="list-style-type: none"> <li>• Public and organisational awareness raising;</li> <li>• Secure Certificate of Evaluation;</li> <li>• On-line system for the verification of the Certificate of Evaluation.</li> </ul>



NO	OUTPUT	PERFORMANCE INDICATORS	TARGETS	ACTUAL PERFORMANCE
4	Enhance the capacity and value the contributions of staff towards ensuring organisational effectiveness	Specific interventions focus on the development of staff capacity in terms of strategic vision and deliverables, the national context of the function, improved understanding of the NQF and technical skills as applicable	<p><i>Quarter 1:</i></p> <ul style="list-style-type: none"> <li>• Develop PDPs in contracting process</li> <li>• Set up sessions with staff for engagement on the NQF Act and system</li> <li>• Facilitate staff participation in at least one strategic planning intervention</li> </ul>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Personal Development Plans were developed and reviewed; and prioritised training interventions were implemented.</li> <li>• All staff members were engaged in sessions on the strategic vision and deliverables, the national context of the function and improved understanding of the NQF.</li> <li>• A number of sessions were held with staff to assist change management and other specific communication and support actions were executed.</li> </ul>
		Deserving performance and contributions are recognised when appropriate	<p><i>Quarter 2:</i></p> <ul style="list-style-type: none"> <li>• Do directorate-wide skills audit against emerging skills requirements</li> <li>• Facilitate staff understanding of the vision and strategic path of the directorate as informed by the NQF Act</li> <li>• Ensure one staff discussion with a focus on organisational vision and strategies</li> </ul> <p><i>Quarter 3:</i></p> <ul style="list-style-type: none"> <li>• Review PDPs; plan necessary skills recruitment and development</li> <li>• Facilitate change in the directorate</li> <li>• Ensure one staff discussion with a focus on organisational vision and strategies</li> </ul> <p><i>Quarter 4:</i></p> <ul style="list-style-type: none"> <li>• Implement development plan</li> <li>• Empower staff to apply new thinking and work methods</li> </ul>	<ul style="list-style-type: none"> <li>• A skills audit was completed and this will inform further skills recruitment and development.</li> <li>• Performance and contributions were recognised.</li> </ul>



**FOREIGN QUALIFICATIONS EVALUATION AND ADVISORY SERVICES**

## 10.5 SUMMARY OF FINANCIAL INFORMATION

### 10.5.1 Revenue Collection

Sources of revenue	2013/2014			2012/2013		
	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	49,401	49,401	-	45,723	45,723	-
Evaluation Fees - DFQEAS	17,000	22,663	(5,663)	14,310	17,496	(3,186)
Verifications Fee income	7,000	3,088	3,912	9,540	1,538	8,002
Career Advice Services project - NSF funding	49,762	43,122	6,640	41,625	42,630	(1,005)
Interest Received	1,250	1,543	(293)	2,100	1,311	789
Rental Income	1,800	1,392	408	1,560	1,627	(67)
Sundry Income	3,436	2,232	1,204	6,310	5,266	1,044
<b>Total</b>	<b>129,649</b>	<b>123,441</b>	<b>6,208</b>	<b>121,168</b>	<b>115,591</b>	<b>5,577</b>

### 10.5.2 Programme Expenditure

Programme and Sub-Programme Name	2013/2014			2012/2013		
	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	8,761	7,285	1,476	6,545	6,101	444
1.2 Finance & Administration	12,874	12,158	716	11,636	11,112	524
1.3 Human Resources	4,348	3,184	1,164	3,877	3,634	243
1.4 Information Technology	9,564	8,081	1,483	8,567	6,534	2,032
1.5 Advocacy & Communication Support	9,814	8,009	1,805	7,785	7,025	760
1.6 Research	5,757	5,150	607	5,944	4,768	1,177
1.7 International Liaison	2,114	1,886	228	2,128	2,636	(508)
1.8 NQF Advocacy	-	-	-	3,329	1,690	1,639
1.9 Career Advice Services Project	48,128	41,508	6,620	41,379	42,770	(1,391)
2. Directorate Recognition and Registration	9,101	7,649	1,452	9,360	8,491	870
3. National Learners' Records Database including Verifications Project	11,878	8,219	3,659	15,238	7,947	7,290
4. Directorate Foreign Qualifications Evaluation and Advisory Services (DFQEAS)	18,610	18,374	236	14,980	15,898	(918)
<b>Total</b>	<b>140,949</b>	<b>121,503</b>	<b>19,446</b>	<b>130,768</b>	<b>118,606</b>	<b>12,162</b>

## 10.5.3 Capital Investment, Maintenance and Asset Management Plan

Capital Expenditure	2013/2014			2012/2013		
	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	420	99	321	400	687	(287)
IT Equipment	1,600	1,443	157	2,890	1,820	1,070
Motor Vehicles	170	-	170	120	147	(27)
Furniture and Fixtures	626	481	145	780	312	468
Intangible Assets	-	4,164	(4,164)	6,480	7,887	(1,407)
<b>Total</b>	<b>2,816</b>	<b>6,187</b>	<b>(3,371)</b>	<b>10,670</b>	<b>10,853</b>	<b>(183)</b>



# 11. Introduction

While the management structure of SAQA is somewhat different from that of a private organisation, the SAQA Board is committed to the principles of openness, integrity, efficiency, accountability and compliance as reflected in the King Code of Governance Principles 2009 (King III). We therefore continuously work towards improving our already sound governance processes.

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

Further, the Board and Board Committees conducted a self-appraisal of their performance and effectiveness during the year. From the outcomes of the appraisal it became evident that the measures that we implemented in 2013 yielded the desired results, and members are much more confident about their role and the performance of the Committees. We will still consider how to further develop members' understanding of SAQA's strategic and annual performance plans, and how their work contributes to SAQA's ability to deliver on its strategic mandate.

# 12. Portfolio Committee

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

We met with the Portfolio Committee on 24 April 2014, and presented our Annual Performance Plan for 2013/14. We also presented some of the highlights from 2012/13 and again emphasised the need for additional funding. We were encouraged that the Committee supported SAQA in this respect.

On the second occasion when we met with the Committee, we presented our Annual Integrated Report for 2012/13. Apart from reporting on our performance, we reported on governance matters such as risk management, our environmental sustainability development initiatives, and communication with our stakeholders. We also reported on progress with the following matters that were raised during the meeting in April 2014:

- The need to secure additional funding
- The process to digitise and upload more records to the National Learners' Records Database
- Efforts to deal with fraudulent foreign qualifications submitted to SAQA for evaluation
- Initiatives around recognition of prior learning.



## 13. Executive Authority

In December 2012, the Minister of Higher Education and Training determined the NQF and in this determination he requested SAQA to advise him on the following matters:

- Draft Policy on the principles that should direct the articulation pathways in the NQF
- A third qualification type at level 5 of the GFETQSF
- The relationship between professional designations and sub-frameworks
- Unfair exclusionary practices in the professional body landscape.

SAQA's advice on these matters was submitted to the Minister on 13 June 2013 and, based on SAQA's inputs, the Minister revised the determination of the NQF on 30 August 2013.

The Minister also hosted a debate with SAQA, the QCs, and the Ministerial Task Team on Articulation, DHET and delegates from the SETAs and Universities. The theme of the debate was: *"Improving articulation and coherence in the post-school qualifications system"*.

On 20 November 2013 Cabinet approved the White Paper for Post-School Education and Training, and the Minister launched the White Paper on 16 January 2014. SAQA has already started to engage with the White Paper in order to align itself and respond to the policy directives contained in the document.

Apart from the reports that we submitted to the Minister during the meetings with him, SAQA also submitted quarterly reports, dealing with compliance with the PFMA, and financial and non-financial performance. The reports were submitted at the end of July and October 2013 and at the end of January and April 2014.

SAQA also submitted monthly financial reports and quarterly performance reports on the CAS Project.

## 14. SAQA Board

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

## 15. Functions of the SAQA Board

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

- Must advise the relevant Ministers and decision makers on NQF matters, oversee the implementation of the NQF and liaise and consult with the QCs on matters relating to implementation of the NQF;
- Is mandated to develop policies and criteria for the development and registration of qualifications, assessment, RPL and CAT, recognising a professional body and registering a professional designation and the development of the content of level descriptors;
- Is required to ensure that South African qualifications are of an acceptable quality and are internationally comparable;

- Is also required to maintain an NLRD and to provide an evaluation and advisory service with respect to foreign qualifications; and
- Is further responsible for conducting or commissioning research into NQF-related matters, to collaborate with international counterparts and to initiate and drive a clear, co-ordinated communication and advocacy strategy to assist providers, learners and the public at large to understand the new NQF architecture and the implications of the changes for them.

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

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

- Effective, efficient and transparent systems of financial and risk management and internal control, internal audit and procurement are in place;
- Effective and appropriate steps are taken to collect revenue due and 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 system;
  - Budgets, major contracts and other commitments are approved;
  - The finances are properly controlled; and
  - SAQA operates as an ethical organisation.

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



*SAQA attending the Commonwealth Teachers and School Leaders' professional standards workshop.*

## 16. Activities of the SAQA Board and its committees

During the year under review, the SAQA Board met four times to conduct its work, and also held a strategy workshop to plan for 2015/16.

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

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

COMMITTEE	CHAIRPERSON
Executive (EXCO)	Mr M J N Njeke
Qualifications and Standards (Q & S)	Ms S Müller
Audit and Risk	Mr M Brown
Finance	Mr M J N Njeke
Information and Information Technology (I & IT)	Mr D Adler
Remuneration	Mr M J N Njeke
Research	Prof T G Schultz
Career Advice Services (CAS)	Mr O Sipuka
Foreign Qualifications	Dr C F Barnes
Advocacy and Communication	Mr J S Samuels

Attendance by Board members at SAQA Board and Committee meetings was as follows:

Title	Surname	Initials	Q & S	I & IT	Career Advice Services	Advocacy and Communication	Foreign Qualifications	Research	Remuneration	Finance	Audit and Risk	EXCO	Board
Mr	Adler	D	-	5/5	-	-	4/4	-	23	3/5	4/4	3/4	5/5
Dr	1Barnes	CF	3/6	-	-	-	3/4	-	0/2	-	-	1/4	2/5
Ms	Duba	CT	-	4/5	-	-	-	-	-	-	-	-	2/5
Mr	Essop	A	-	-	-	-	-	-	-	-	-	-	2/5
Ms	Maboye	M	-	-	-	-	-	-	-	-	-	-	3/5
Adv	Malunga	KS	-	-	-	-	2/4	-	-	-	3/4	-	2/5
Ms	Mashabela	GJ	-	-	-	-	-	-	-	-	-	-	5/5
Mr	Mokonane	A	4/7	-	4/4	-	-	-	-	-	-	-	5/5
Ms	Moodley	ND	-	-	-	2/4	-	-	-	-	-	-	3/5
Ms	Müller	CS	7/7	-	-	-	-	-	3/3	-	-	4/4	5/5
Mr	Njeke	MJN	-	-	-	-	-	-	2/3	4/5	-	3/4	5/5
Dr	Rakometsi	M	-	-	-	-	-	-	-	-	-	-	2/5
Prof.	Schultz	TG	-	-	-	-	-	2/2	3/3	-	-	4/4	5/5
Mr	Samuels	JS	-	4/5	2/4	3/4	4/4	2/2	-	5/5	-	4/4	5/5
Mr	Sipuka	O	-	-	4/4	4/4	-	-	1/3	-	-	2/4	4/5
Dr	Toni Penxa	V	6/7	-	-	-	-	2/2	3/3	-	-	4/4	5/5

<sup>1</sup>Dr Barnes resigned as Chairperson of the Foreign Qualifications Committee on 14 February 2014. As a result, he is no longer a member of the Executive and Remuneration and Human Resources Committees. He also resigned as a member of the Qualifications and Standards Committee on the same date.



- In accordance with Section 16(2) of the NQF Act, persons who are not members of the Board have been co-opted to serve on Board Committees. Attendance of co-opted members of the committees was as follows:

Title	Surname	Initials	Q & S	I & IT	Advocacy and Communication	Career Advice Services	Foreign Qualifications	Research	Finance	Audit and Risk
Mr	Brown	M	-	-	-	-	-	-	5/5	3/4
Prof	Clayton	PG	-	4/5	-	-	-	-	-	-
Prof	Cooke	JA	5/7	-	-	-	-	-	-	-
Ms	Chinje	N	-	-	<sup>2</sup> 3/3	-	-	-	-	-
Mr	Fisher	S	-	2/5	-	-	-	-	-	3/4
Ms	Fordyce	A	-	-	<sup>3</sup> 3/3	-	-	-	-	-
Ms	Gray	E	-	3/5	-	-	-	-	-	<sup>4</sup> 2/2
Mr	Hall	K	-	0/5	-	-	-	-	-	-
Mr	Isaacs	SBA	-	-	-	3/4	-	-	-	-
Ms	Kay	L	-	-	-	<sup>5</sup> 0/2	-	-	-	-
Prof	Kuye	JO	4/7	-	-	-	-	-	-	-
Ms	Mabaso	Z	-	-	-	1/3	-	-	-	-
Ms	Magongoa	B	-	4/5	-	-	-	-	-	2/4
Dr	Mbhele	B	-	-	-	-	0/4	-	-	-
Mr	Mbokotho	L	-	-	-	-	-	-	1/5	-

<sup>2</sup>Ms Chinje was appointed to the Advocacy and Communications Committee on 17 July 2013

<sup>3</sup>Ms Fordyce was appointed to the Advocacy and Communications Committee on 17 July 2013

<sup>4</sup>Ms Gray resigned from the Audit and Risk Committee on 30 November 2013

<sup>5</sup>Ms Kay resigned from the Career Advice Services Committee on 30 October 2013

Title	Surname	Initials	Q & S	I & IT	Advocacy and Communication	Career Advice Services	Foreign Qualifications	Research	Finance	Audit and Risk
Mr	Mkhondo	B	-	2/5	-	-	-	-	-	-
Mr	Mockler	KG	7/7	-	-	-	-	-	-	3/4
Ms	Molalekoa	N	-	-	-	-	-	-	-	<sup>6</sup> 2/2
Mr	Moloisane	J	-	-	-	-	1/4	-	-	-
Mr	Monedi	J	-	-	-	-	1/4	-	-	-
Ms	Naidoo	D	-	-	-	-	-	-	-	<sup>7</sup> 1/1
Mr	Nepfumbada	MP	-	-	-	-	-	-	-	0/4
Ms	Ntuli	P	-	-	<sup>8</sup> -	-	-	-	-	-
Mr	Oosthuizen	MJ	-	3/5	-	-	-	-	-	-
Mr	Ori	S	6/7	-	-	-	-	-	-	-
Dr	Parker	D	-	-	-	-	2/4	-	-	-
Mr	Patel	F	-	-	-	0/4	-	-	-	-
Prof	Pendlebury	S	-	-	-	-	-	1/2	-	-
Prof	Potgieter	C	-	-	-	-	-	1/2	-	-
Dr	Pretorius	JA	-	4/5	-	-	-	-	-	-
Dr	Reddy	J	-	-	-	-	-	-	3/5	-
Ms	Samuels	M	-	-	-	0/4	-	-	-	-
Prof	Sehoole	MT	-	-	-	-	-	2/2	-	-
Mr	Simons	B	-	-	<sup>9</sup> 0/2	-	-	-	-	-
Ms	Tsengiwe	T	-	-	0/4	-	-	-	-	-
Ms	Vieira	A	-	-	-	-	-	-	3/5	4/4
Dr	Vasuthevan	S	-	-	-	-	0/4	-	-	-
Prof	Walters	S	-	-	-	2/4	-	1/2	-	-

<sup>6</sup>Ms Molalekoa resigned from the Audit and Risk Committee on 10 September 2013

<sup>7</sup>Ms Naidoo resigned from the Audit and Risk Committee on 23 August 2013

<sup>8</sup>Ms Ntuli was the representative of GCIS on the Advocacy and Communications Committee. She resigned from GCIS.

<sup>9</sup>Mr Simons was appointed as the representative of GCIS on the Advocacy and Communications Committee on 5 September 2013

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



# 17. Risk Management

There is no opportunity without risk. We have the right structures in place to identify, monitor and manage our risks effectively. Risk is managed at three distinct levels in the organisation– the line managers at operational level, overview by the organisation's governance structures and assurance by third parties.

## KEY DEVELOPMENTS IN THE YEAR:

- After the Board's approval of the Combined Assurance Framework at the end of the previous financial year, we started an internal campaign to inform senior managers about the concept of combined assurance. We developed an implementation plan and we aim to have an approved combined assurance plan towards the middle of the next financial year (2014/15).
- We have further refined our processes to identify risks, and to develop, implement, monitor and report on mitigation plans. It is pleasing that we have managed to mitigate risk to the extent that we were able to decrease the risk rating of some of our risks.

## OUR RISK MANAGEMENT PROCESS:

The SAQA Board, in the execution of its fiduciary duties, and in compliance with Sections 50(a) and 51(c) of the Public Finance Management Act, 1999, ensured that a detailed risk management plan was developed. The detailed Risk Management Plan provides for strategies to mitigate the identified risks.

The Risk Management Plan addresses the risks relating to implementation of SAQA's strategic objectives as well as operational risks, and is structured per Directorate.

### Step 1: Identifying and defining the risks:

Each Directorate identifies and defines risks, both at strategic and operational level and records them on a common risk template.

### Step 2: Assessing and rating the risks:

Directorates then assess risks, considering the likelihood of their occurring (1 = low likelihood and 5 = very strong likelihood), and the impact if they do occur (1 = low impact and 5 = great impact). A risk rating is then calculated by multiplying the likelihood rating by the impact rating, producing a figure between 1 and 25. Risks are then managed as follows:

- Risk ratings of 1 – 8 are usually not a concern, are well managed and can be handled through routine operations;
- Risk ratings of 9 – 15 are in a cautionary zone and are usually addressed by assigning a specific staff member to be responsible for managing the risk. If the risks are not monitored and managed, they could become unacceptable;
- Risk ratings of 16 –25 are generally of concern and specific action plans to address the risks are developed and these risk mitigating strategies are incorporated into each Directorate's operational plan.

The detailed risk management plans of the various Directorates contain all identified risks, irrespective of rating, and these plans are collated into the Organisational Risk Management Plan.

### Step 3: Monitoring and reporting on risks:

The Management Risk Committee considers the Organisational Risk Management Plan annually, and submits it to the Audit and Risk Committee for consideration prior to submission for approval by the Board.

The Management Risk Committee conducts a quarterly assessment of risks with a rating of 16 – 25, and reviews the impact of mitigation strategies and, where appropriate, adjusts the risk ratings. The Committee further considers whether other areas of risk need to be elevated, and whether new areas of risk have emerged.

The Audit and Risk Committee oversees and evaluates management’s process and procedures to identify risks, and to develop, implement, monitor and report on mitigation plans, and ensures that risk assessment and management procedures are satisfactory, and reports to the Board accordingly.

### MAJOR STRATEGIC RISKS:

RISK	CONTEXT	MITIGATION:	
		MITIGATION STRATEGY	OUR SUCCESSES
<b>Funding</b>	<p>We face the risk that our budget will be insufficient to support the planned activities of SAQA. This risk emanates from the following factors:</p> <ul style="list-style-type: none"> <li>• We accepted, and embarked on projects such as the career advice service, establishment of a counter fraud strategy and verification of qualifications. SAQA may not be able to secure funding to ensure the sustained delivery of these projects.</li> <li>• The MTEF indicates government funding that is below our budgetary requirements.</li> <li>• Our costing and charging model is not adequate.</li> <li>• Loss of rental income due to reduced interest from tenants and / or our increased needs for office space.</li> <li>• We need more staff to fulfil all our functions and strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• We are using every possible opportunity to engage with the DHET regarding an increase in the baseline voted funds.</li> <li>• We are further engaging DHET to support us in gaining funding for discrete projects (e.g. the NQF and Career Advice Helpline, and the Counter Fraud Strategy).</li> <li>• We are also approaching other organisations (e.g. DBE, SETAs and the Jobsfund) with funding proposals.</li> <li>• We are considering various possible income streams based on our functions.</li> </ul>	<ul style="list-style-type: none"> <li>• We concluded an agreement with DHET for delivery of career development services until the end of September 2014.</li> <li>• We concluded an agreement with Energy and Water SETA for career advice services.</li> <li>• We have received additional funding (approximately R15 million over three years) for the verification of qualifications.</li> <li>• We held an internal workshop with PWC to consider a possible costing model for SAQA, and we will develop a proposal regarding a better pricing structure for the next financial year.</li> </ul>
<b>Meeting deadlines for verification of qualifications</b>	<p>We are experiencing a reputational risk as we may not be able to meet the required deadlines for verification of qualifications. This risk emanates from:</p> <ul style="list-style-type: none"> <li>• The volume of work.</li> <li>• Data integrity issues identified during analysis of requests.</li> <li>• Lack of capacity due to our inability to employ sufficient staff and the fact that we are still building the necessary skills of staff employed.</li> <li>• Insufficient operational budget.</li> </ul>	<ul style="list-style-type: none"> <li>• We are negotiating realistic deadlines for rendering the service</li> <li>• We are addressing the resource requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• We received additional funding which is being used to employ staff and secure the other resources required.</li> <li>• We are addressing negative perceptions of the Department of Public Service and Administration, the Auditor-General, as well as certain client departments about the turnaround time to deliver the service</li> <li>• We have increased the number of information partners with whom we deal to verify qualifications thus improving the availability of information.</li> </ul>

RISK	CONTEXT	MITIGATION:	
		MITIGATION STRATEGY	OUR SUCCESSES
<p><b>Understanding of SAQA's role to evaluate foreign qualifications</b></p>	<p>We do not fully understand our mandate in respect of the evaluation of foreign qualifications and advisory services. This risk emanates from:</p> <ul style="list-style-type: none"> <li>• Interpretation of section 13(m) of the NQF Act.</li> <li>• Current approach regarding evaluation of foreign qualifications.</li> <li>• Continual questioning of our evaluation outcome.</li> </ul>	<ul style="list-style-type: none"> <li>• We are reviewing legal advice regarding the interpretation and understanding of the NQF Act.</li> <li>• We are engaging with staff to encourage understanding of the Act.</li> <li>• We need to align processes and procedures with the Act.</li> <li>• We must take cognisance of our role in relation to other legislation e.g. Immigration Regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• We submitted a proposal to DHET to strengthen the NQF Act around this function by including definitions of "evaluation of a foreign qualification" and "foreign qualification"</li> <li>• We developed an appeals procedure to enhance our functioning in terms of the Promotion of Administrative Justice Act.</li> <li>• We established a baseline document and action plan to review and amend our current practices, and we made substantial progress in implementing it.</li> <li>• We engaged significantly with staff to enhance their understanding and to bring them along in the review of the business processes.</li> <li>• We implemented a new certificate of evaluation with enhanced security features to curb fraud of our certificates. We have also started to develop capacity to detect fraudulent qualifications that may be submitted to us for evaluation.</li> </ul>



International delegates attending the 2014 RPL Conference.

RISK	CONTEXT	MITIGATION:	
		MITIGATION STRATEGY	OUR SUCCESSES
<p><b>Uneven implementation of the NQF as required by the NQF Act</b></p>	<p>We have the responsibility to oversee the further development and implementation of the NQF. This may be hampered by:</p> <ul style="list-style-type: none"> <li>• Different ideas regarding priorities for implementation of the NQF</li> <li>• Different opinions about roles, responsibilities and implementation actions</li> <li>• Varied degrees of readiness and uneven capacity to implement the NQF</li> <li>• The QCs developing at different rates and failing to collaborate with SAQA and each other</li> <li>• Stakeholder pressure resulting from expressed sectoral needs</li> <li>• Legislative contradictions.</li> </ul>	<ul style="list-style-type: none"> <li>• We are engaging with the Minister, his representatives and advisers and the QCs to ensure that:                             <ul style="list-style-type: none"> <li>- the principles, values and benefits of systemic co-ordination of the NQF are understood and implemented</li> <li>- accurate and comprehensive information is available to assist in decision making and implementation</li> <li>- our role as the NQF oversight and leadership body in upholding the NQF is agreed and supported</li> </ul> </li> <li>• We are regularly meeting with key NQF role players to ensure shared meanings and understandings</li> <li>• We continue to consult with key partners to ensure a coherent understanding of the NQF Act, the NQF Policies, and the Ministerial Guidelines on strategies</li> <li>• We participate in the working of the QCs and other initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Through the CEO Committee we :                             <ul style="list-style-type: none"> <li>- discussed and agreed on a number of systemic, legislative, and policy matters, including roles and responsibilities</li> <li>- collaborated on a number of matters, e.g. advising the Minister around the determination of the sub-frameworks</li> <li>- monitored the progress with implementation of the NQF by the NQF bodies</li> </ul> </li> <li>• We issued communiqués to clarify matters to the ETD sector</li> <li>• Assisted and gave inputs to the QCs in developing their policies</li> <li>• Finalised the policies required for NQF implementation (the CAT and Assessment Policies still need to be considered by the Councils of the QCs before submission to the SAQA Board for approval)</li> <li>• We discussed the implications of the White Paper for Post-School Education and Training on the implementation of the NQF, internally, at meetings of the SAQA Board Committees and the Board, and at the CEO Committee.</li> </ul>
<p><b>Currency of information provided to clients</b></p>	<p>We are providing information to clients on the NQF, our products and services and we are also providing NQF and career advice. We face the risk that the information we provide may be out of date or incorrect.</p>	<ul style="list-style-type: none"> <li>• Actively manage and work across Directorates to ensure that the information available internally is correct</li> <li>• Ensure that content generated for use on the website, social media, in the NQF and Career Advice Helpline and for publications is correct</li> </ul>	<ul style="list-style-type: none"> <li>• As part of the project to establish the SAQA portal, we have implemented a process to ensure that information available on the website is up to date and correct</li> <li>• The availability of up to date information to staff dealing with the public is addressed continuously.</li> </ul>

## 18. Internal audit and audit committees

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

## 19. Compliance with laws and regulations

As was the case during the previous financial years, we maintained a list of the major legislation, codes and rules which SAQA must comply with, and of all the rules, codes and standards the Board decided to comply with, detailing which director is responsible for ensuring compliance. We provided confirmation of compliance to the Audit Committee and the Board.

Following the promulgation of the Protection of Personal Information Act, we arranged a presentation to the management and to the Audit and Risk Committee on the implications of the Act for SAQA.

## 20. Fraud and corruption

SAQA maintained its policies on Fraud Prevention and Detection as well as on Fraud Reporting during the year.

No cases of fraud occurred during the financial year, but an irregularity in DFQEAS was reported and investigated. At year-end, the process was underway to charge the individual involved.

## 21. Code of conduct

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

*Key developments in the year:*

- We reviewed our Code of Ethics and the Board approved it as part of our Governance Manual.
- We actively managed the quality of service provided by our staff and reviewed complaints at Executive Management meetings.

## 22. Sustainability report

SAQA's policies and practices are designed to ensure that SAQA deals proactively with social, transformation, ethical, safety, health and environmental issues. The SAQA Board ensures that these issues are given due weight in the qualifications and part-qualifications it registers on the NQF.

### 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 matter, as it is to a large extent dependent for its income on the government grant it receives. SAQA ensures that it effectively utilises the government grant towards delivery on its functions as mandated by the NQF Act. Considering the funding challenges that SAQA is facing, we have interacted with the Minister, the DHET and National Treasury around an increase in our baseline funding.

SAQA supplements government funding by charging for certain services and further manages to secure additional funding in respect of specific projects, e.g. we appreciate the additional funding of approximately R15 million over three years towards the verification of qualifications.

In the challenging operating environment that prevailed during the period under review, SAQA took advantage of every cost-containment opportunity.

### ENVIRONMENTAL SUSTAINABILITY

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

The following initiatives were implemented:

The theme of the Committee's Work Plan for 2013/14 was: *Reducing SAQA's Carbon Footprint*. In order to achieve this objective, the Committee focused on the five areas below:

- Energy Saving;
- Environmentally friendly pest control practices;
- Recycling and waste management (paper, plastic, cans, glass, and e-waste);
- Improved air quality; and
- The bread bag tags for wheelchairs project.

The Committee's Communication Plan aims to inform staff about SAQA's initiatives to reach the above targets, and to encourage them to participate in the initiatives.

Progress with the implementation of initiatives was as follows:

#### Energy Saving:

The Directorate: Finance and Administration started to record environmental sustainability information in order to be able to measure the impact of SAQA's environmental sustainability initiatives. It is pleasing that electricity consumption has decreased



from an average 85 419 KWH per hour in 2012/13 to an average of 77 713 KWH per hour for the 2013/14 year.

Although the above figures are encouraging, we are concerned that the electricity bill is very high. We have therefore initiated an investigation into the matter, and are considering options such as:

- Obtaining advice from the Energy Advisors at Eskom to further reduce electricity usage
- The installation of electrical meters to measure actual electricity consumption. This will assist us in addressing the high municipal bill with the Municipality
- Daily switch-on of lights and equipment to be phased (not all at the same time), in order to reduce the daily maximum demand levels
- Installing motion sensors in the parking lot to address the issue of lights being left on continuously in this area especially outside of office hours.

As an energy saving initiative, we use energy-saving light bulbs, an initiative in which the SAQA House tenant will now participate.

We are considering conducting a new carbon footprint survey to serve as baseline from which to measure progress. Although a previous survey took place at the end of 2011, some questions have since arisen about the actual electricity consumption, which the committee felt would be better answered if a baseline was established on current consumption.

We are also reducing our carbon footprint in terms of our electronic equipment. We did this by reducing the number of actual servers in IT by almost 50%, as well as by implementing virtual servers. Further, all the servers that SAQA does procure have a “green rating”.

#### **Environmentally friendly pest control practices:**

We implemented and monitored an alternative, environmentally friendly pest control strategy. The strategy is proving to be effective, and no major outbreak of pests was experienced since we started implementing the strategy in November 2013.

We also introduced the use of eco-friendly cleaning materials, initially in the men’s bathrooms and we subsequently extended this practice to the women’s bathrooms as well.

#### **Recycling and waste management:**

We continued with our initiatives to recycle paper, cans, glass, and plastic, and have placed special emphasis on e-waste management. To this end, we procured equipment to safely dispose of e-waste (specifically light bulbs) and additional e-waste containers to dispose of other e-waste items.

Staff from Facilities Management have prepared and presented at Directorates’ staff meetings on e-waste management to sensitise and inform staff about the adverse impact of e-waste on the environment and about SAQA’s initiatives to effectively manage the disposal of e-waste.

#### **Improved air quality:**

As part of our plan to enhance air quality, we initiated a project to provide a *Spekboom* plant to every staff member – *Spekboom* plants have extraordinary carbon storage capability.

The *Spekboom* project is being expanded, and we are sourcing sufficient plants and developing a more efficient system to be able to rotate the plants between offices and outdoors – these plants require direct sunlight to thrive.

#### **The bread bag tags for wheelchairs project:**

We started the bread bag tags for wheelchairs project towards the end of the previous financial year. In order to be able to achieve the targets for this project more quickly, the Committee is planning to invite two neighbouring organisations to join

SAQA in the project.

### Communication Plan:

The Committee regards communication as a very important tool to raise internal awareness and encourage staff members to participate in SAQA's environmental sustainability initiatives. SAQA has implemented the following communication and awareness programmes:

Three newsflashes were circulated to all staff members. The themes of these newsflashes were:

- Bread bag tags for wheelchairs
- Thursday thoughts - Mandela Day and the Environment
- The rubbish dump and e-waste

The Committee realised the importance of representation from the Advocacy, Communications and Support, and IT Directorates on the Committee, in order to assist and advise the team on its communication and awareness raising plans. Representatives from these two Directorates started attending meetings from August 2013, and are sharing ideas to improve the Committee's communication and awareness raising plans, (e.g. the possible establishment of a blog / twitter feed, updates on the Community Gateway and website etc.).

On 28 June 2013, the Committee hosted a very successful event to observe World Environment Month. The event provided an awareness raising opportunity to share information about SAQA's recycling initiatives and plans to reduce paper usage. At the event every staff member received a small *Spekboom* plant as a step towards assisting in improving the air quality in their respective offices.

The facilities supervisor made two presentations to the MANCOM: one about environmentally responsible, effective and safe, non-chemically based pest control practices, and another about the functioning and operation of air conditioners. Presentations were also made on e-waste management to all staff at Directorate staff meetings.

SAQA further maintained the environmental sustainability initiatives that were previously implemented. We continued to advocate that Board, Board Committee and Senior Management members use electronic document packs rather than hard copies. Further, the report, "Work-Related Qualifications and Part-qualifications Registered on the NQF: Trends 2002 to 2011", only exists in electronic format, there are no paper copies whatsoever. Also, the NLRD Verifications process does not require paper - it is all electronic, via e-mail, PDF, searchable database and electronic fax.

The rainwater tank on the roof of SAQA House remained in commission and the water purifiers on kitchen taps throughout the building continued to ensure a clean and healthy water supply.

### SOCIAL AND TRANSFORMATION ISSUES:

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

Further, procurement policies take into account the need for black economic empowerment and progress against these objectives is measured regularly.

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

## 23. Communication with stakeholders

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

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

Firstly, communication at strategic level, taking forward conceptual debates, took place at meetings of the CEO Committee.

We provided a platform for intellectual debate with partners and stakeholders on key issues in education, training and development. Findings from SAQA's research partnership projects and other research initiatives were shared externally with key NQF organisations in systematic ways. NQF research seminars were hosted for staff from the DHET, DBE, SAQA, the QCs, SETAs and other NQF organisations.

The launch of the third trends report and the RPL Conference were two major initiatives to communicate and share information with our stakeholders.

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

As SAQA progressed with the development of policy and criteria required in the NQF landscape, we engaged our stakeholders on many occasions. The draft Policies on Credit Accumulation and Transfer and Assessment were published for public comments. We also engaged with the QCs and Professional Bodies to develop the advice that was submitted to the Minister of Higher Education and Training on the matters as directed in the Determination of the Sub-frameworks of 14 December 2013.

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

Other forums where interaction with stakeholders took place were the NLRD Partners Forum, where information relating to the population of the NLRD was shared; and the SAQA/DPSA Steering Committee; the CAS Steering Committee and the Communication Practitioners' Forum, thus ensuring that stakeholders' needs are met.

SAQA hosted meetings of the Professional Bodies Forum, focusing on Professional Ethics, RPL, Collaboration with the QCTO and Learning not Leading to a Qualification on the NQF.

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

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

Through the NQF and Career Advice Helpline, SAQA engaged with individual stakeholders to provide career advice and to address other matters relating to the NQF. Advice on various topics was given to the Minister of DHET, other departments and stakeholders such as SETAs and providers.

Internationally, SAQA also interacted with its counterparts. The following list reflects some of these engagements:

SAQA assisted the following three countries with NQF development:

- Ethiopia (ESC) NQF development supported;
- Tanzania (TCU) NQF development supported;
- Namibian Qualifications Authority (NQA) NQF review process supported.

SAQA was involved in the following activities:

- Worked with UNESCO on level descriptors;
- Provided international support to the NZQA-China reference process;
- Seychelles Qualifications Authority supported in the development of an RPL Policy.

SAQA hosted the following study visits:

Delegations from Yemen, China, Burundi, Mozambique, Botswana and Uganda.



*SAQA hosting a delegation from Uganda on 7 June 2013 to assist with building capacity.*



# 24. Introduction

## OVERVIEW OF HUMAN RESOURCES MATTERS AT SAQA

The Human Resources environment remains fairly stable. The actual numbers of employees exceeded the approved posts in the Administration and Support Programme owing to the appointment of staff in the Career Advice Services Unit.

- **Human Resources priorities for the Year under Review**

- The revised performance management system is going through the bedding-down phase of implementation with participants receiving human resources support to ensure consistent application of the system.
- A concerted effort has been devoted to learning and development as a strategic imperative.

- **Workforce Planning**

SAQA provides adequate and focused training to ensure development and continuity in areas where skills are scarce and critical. This relates specifically to evaluators in the Directorate: Foreign Qualifications Evaluation and Advisory Services. Selected staff members have participated in the Lifelong Learning course to ensure a deepened understanding of the NQF for potential future leaders in the organisation.

- **Performance Management Framework**

Performance contracting, reviews and assessments are conducted annually with all staff members. The recognition and rewarding of outstanding performers is currently receiving attention as budgetary constraints continue to limit the organisation's capacity to reward these staff members appropriately.

- **Policy Development**

- Achievements:
  - SAQA successfully reviewed nine HR policies during the year under review to ensure relevance and compliance with the legislative framework.
  - The multi-term substantive agreement signed with the representative labour union meant that no salary increase negotiations will take place for three consecutive years. This will provide certainty and labour peace.
- Challenges:
  - Budgetary constraints continue to limit SAQA's ability to implement structural adjustments to the remuneration system to ensure a competitive environment that will attract and retain suitably qualified staff.

- **Future Human Resources Plans**

For the next eighteen months SAQA will implement both leadership and staff development programmes to enhance the organisation's focus on service delivery.



## 25. Human resource oversight statistics

### PERSONNEL COST 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
Administration and support	86 429 909	41 102 147	34%	100	411 021
National learners' records database (NLRD)	7 979 071	4 802 069	4%	16	300 129
Recognition and registration of qualifications and part-qualifications	7 648 875	6 739 252	6%	14	481 375
Foreign Qualification Evaluation and Advisory Services	18 306 529	14 524 835	12%	42	345 829
<b>Total</b>	<b>120 364 384</b>	<b>67 168 303</b>	<b>56%</b>	<b>172</b>	

### PERSONNEL COST BY SALARY BAND

LEVEL	PERSONNEL EXPENDITURE	% OF PERSONNEL EXP. TO TOTAL PERSONNEL COST	NO OF EMPLOYEES	AVERAGE PERSONNEL COST PER EMPLOYEE
Top Management	1 414 635	2%	1	1 414 635
Senior Management	10 785 754	16%	11	980 523
Professional qualified	12 201 162	19%	21	581 008
Skilled	35 313 310	54%	109	323 975
Semi-skilled	5 661 784	9%	30	188 726
<b>Total</b>	<b>65 376 645</b>	<b>100%</b>	<b>172</b>	

Note: This amount differs from the R67,168,303 as the following items are processed via the VIP payroll system, but allocated to the personnel cost in the general ledger:

- Payment 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

DIRECTORATE / BUSINESS UNIT	PERSONNEL EXPENDITURE	TRAINING EXPENDITURE	TRAINING EXPENDITURE AS A % OF PERSONNEL COSTS	NO OF EMPLOYEES	AVG TRAINING COST PER EMPLOYEE
Administration and support	41 102 147	480 253	0.71%	100	4 803
National learners' records database (NLRD)	4 802 069	55 962	0.08%	16	3 498
Recognition and registration of qualifications and part-qualifications	6 739 252	7 320	0.01%	14	523
Foreign Qualification Evaluation and Advisory Services	14 524 835	50 809	0.08%	42	1 210
<b>Total</b>	<b>67 168 303</b>	<b>594 344</b>	<b>0.88%</b>	<b>172</b>	

## EMPLOYMENT AND VACANCIES

PROGRAMME	2012/2013	2013/2014	2013/2014	2013/2014	2013/2014
	NO OF EMPLOYEES	APPROVED POSTS	NO OF EMPLOYEES	VACANCIES	% OF VACANCIES
Administration and Support	105	94	111	1	1.06%
Foreign Qualifications Evaluation and Advisory Services	44	45	42	3	6.67%
Recognition and Registration	17	15	14	1	6.67%
National Learners' Records Database	16	18	18	1	5.56%
<b>Total</b>	<b>182</b>	<b>172</b>	<b>185</b>	<b>6</b>	<b>3.48%</b>

PROGRAMME	2012/2013	2013/2014	2013/2014	2013/2014	2013/2014
	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	8	8	7	1	12.50%
D	15	13	13	0	0.00%
C	66	40	45	0	0.00%
B	14	31	44	0	0.00%
<b>Total</b>	<b>105</b>	<b>94</b>	<b>111</b>	<b>1</b>	<b>1.06%</b>

PROGRAMME	2012/2013	2013/2014	2013/2014	2013/2014	2013/2014
	NO OF EMPLOYEES	APPROVED POSTS	NO OF EMPLOYEES	VACANCIES	% OF VACANCIES
FOREIGN QUALIFICATIONS EVALUATION AND ADVISORY SERVICES					
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	32	34	31	3	8.82%
B	8	7	7	0	0.00%
<b>Total</b>	<b>44</b>	<b>45</b>	<b>42</b>	<b>3</b>	<b>6.67%</b>

PROGRAMME	2012/2013	2013/2014	2013/2014	2013/2014	2013/2014
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	4	3	3	0	0.00%
C	10	8	7	1	12.50%
B	2	3	3	0	0.00%
<b>Total</b>	<b>17</b>	<b>15</b>	<b>14</b>	<b>1</b>	<b>6.67%</b>

PROGRAMME	2012/2013	2013/2014	2013/2014	2013/2014	2013/2014
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	2	1	33.33%
C	8	6	6	0	0.00%
B	5	8	9	0	0.00%
<b>Total</b>	<b>16</b>	<b>18</b>	<b>18</b>	<b>1</b>	<b>5.56%</b>

## EMPLOYMENT CHANGES

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD	APPOINTMENTS	TERMINATIONS	EMPLOYMENT AT END OF PERIOD
F Lower / E Upper	2	0	0	2
E Lower	11	0	1	10
D	22	0	1	21
C	115	5	7	113
B	32	9	2	39
<b>Total</b>	<b>182</b>	<b>14</b>	<b>11</b>	<b>185</b>

## REASONS FOR STAFF LEAVING

REASON	NUMBER	% OF TOTAL NO. OF STAFF LEAVING
Death	0	0.0%
Resignation	11	100.0%
Dismissal	0	0.0%
Retirement	0	0.0%
Health	0	0.0%
Expiry of contract	0	0.0%
Other	0	0.0%
<b>Total</b>	<b>11</b>	<b>100.0%</b>

## LABOUR RELATIONS: MISCONDUCT AND DISCIPLINARY ACTION

NATURE OF DISCIPLINARY ACTION	NUMBER
Verbal Warning	2
Written Warning	3
Final Written Warning	0
Dismissal	0
<b>Total</b>	<b>5</b>

## EQUITY TARGET AND EMPLOYMENT EQUITY STATUS

LEVELS	MALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
F Lower / E Upper	1	1	0	0	0	0	0	0
E Lower	0	1	2	2	0	0	4	4
D	7	8	0	1	2	2	2	3
C	27	24	0	2	0	2	6	14
B	13	15	0	2	0	1	0	2
A	0	0	0	0	0	0	0	0
<b>Total</b>	<b>48</b>	<b>49</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>12</b>	<b>23</b>

LEVELS	FEMALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
F Lower / E Upper	0	0	0	0	1	1	0	0
E Lower	1	1	0	1	0	1	3	3
D	4	2	1	2	1	1	4	5
C	64	32	2	2	1	1	8	13
B	35	19	1	1	0	0	2	3
A	0	0	0	0	0	0	0	0
<b>Total</b>	<b>104</b>	<b>54</b>	<b>4</b>	<b>6</b>	<b>3</b>	<b>4</b>	<b>17</b>	<b>24</b>

LEVELS	DISABLED STAFF			
	MALE		FEMALE	
	CURRENT	TARGET	CURRENT	TARGET
F Lower / E Upper	0	0	0	0
E Lower	0	0	0	0
D	0	1	0	0
C	0	0	1	1
B	1	1	0	1
A	0	0	0	0
<b>Total</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>



## 26. Statement of responsibility

### **STATEMENT OF RESPONSIBILITY FOR THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2014**

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

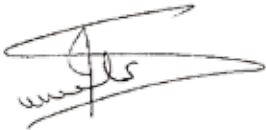
The Accounting Authority is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the annual financial statements.

In my opinion, the financial statements fairly reflect the operations of the public entity for the financial year ended 31 March 2014.

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 2014 have been audited by the external auditors and their report is presented on page 101.

The annual financial statements of SAQA set out on page 104 to page 129 have been approved.



**MR JOE SAMUELS**

**CHIEF EXECUTIVE OFFICER**



**MR MJN NJEKE**

**CHAIRPERSON OF THE BOARD**



## 27. Audit and risk committee report

We are pleased to present our report for the financial year ended 31 March 2014.

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

### TERMS OF REFERENCE

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

### ROLE AND RESPONSIBILITIES

#### Statutory Duties

The committee's role and responsibilities include statutory duties set out in Sections 76(4)(d) and 77 of the PMFA 1999 and Sections 3.1 and 27.1 of Treasury Regulations issued in terms of that Act and further responsibilities assigned to it by the Board. The committee executed its duties in 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 the executive management, agreed to the engagement letter, audit plan and budgeted audit fees for the 2013/14 financial year. The Auditor-General is 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 that they were appropriate and complied with the effective Standards of Generally Recognised Accounting Practices including any interpretations, guidelines and directives issued by the Accounting Standards Board. The Annual Financial Statements were reviewed, the external auditor's management letter was considered and the committee recommended to the Board that they approve the Annual Financial Statements. No concerns or complaints in relation to the reporting practices of the organisation were received.

#### Internal Financial Controls

The committee oversaw the process in terms of which internal audit provided a written assessment of the effectiveness of SAQA's system of internal control and risk management, including internal financial controls. This written assessment formed the basis for the committee's recommendation in this regard to the Board, in order for the Board to report thereon. The Board report on the effectiveness of the system of internal control is on page 85. The committee supports the opinion of the Board in this regard.

#### Whistle Blowing

No concerns or complaints, whether from within or outside SAQA, relating to the accounting practices and internal audit, the content or auditing of the financial statements or any related matters were received during the 2013/14 financial year.

#### Duties Assigned by the Board

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

## INTEGRATED REPORTING

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

The committee considered the organisation's sustainability information as disclosed in the integrated report and assessed its consistency with operational and other information known to Audit and Risk Committee members and, for consistency, with the annual financial statements. The committee discussed the sustainability information with management. The committee was satisfied that the sustainability information is reliable and consistent with the financial results.

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

## GOING CONCERN

The committee reviewed a documented assessment including key assumptions, prepared by management, of the going concern status of the Authority and made a recommendation to the Board accordingly. The Board statement on the going concern status of SAQA is set out on page 104

## GOVERNANCE OF RISK

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

## INTERNAL AUDIT

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

The committee reviewed and recommended the internal audit charter for approval by the Board. The annual audit plan was approved by the committee.

The internal auditor reported to the committee. It reviewed and provided assurance on the adequacy of the internal control environment across all of the organisation's operations. The head of the internal audit team had direct access to the committee, through its chairperson.

The committee assessed the performance of the internal audit function.

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

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

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



MR M BROWN

CHAIRPERSON: AUDIT AND RISK COMMITTEE

## 28. Auditor-General report

### REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE SOUTH AFRICAN QUALIFICATION AUTHORITY

#### REPORT ON THE FINANCIAL STATEMENTS

##### Introduction

1. I have audited the financial statements of the South African Qualification Authority (SAQA) set out on pages 104 to 129, which comprise the statement of financial position as at 31 March 2014, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

##### Accounting authority's responsibility for the financial statements

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

##### Auditor-general's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

##### Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the SAQA as at 31 March 2014 and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the PFMA.

### Emphasis of matters

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

### Restatement of corresponding figures

8. As disclosed in note 25 to the financial statements, the corresponding figures for 31 March 2013 have been restated as a result of an error discovered during the year ended 31 March 2014 in the financial statements of the SAQA at, and for the year ended, 31 March 2013.

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

9. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, compliance with legislation as well as internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

### Predetermined objectives

10. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the annual performance report of the public entity for the year ended 31 March 2014:
  - Programme 1: Career Advice Services, on pages 38 to 42
  - Programme 2: Registration And Recognition, on pages 58 to 60
  - Programme 3: National Learner's Record's Database, on pages 61 to 66
  - Programme 4: Directorate: Foreign Qualification Evaluation Advisory Services, on pages 67 to 70
11. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
12. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether 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).
13. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
14. I did not raise any material findings on the usefulness and reliability of the reported performance information for the programme as indicated above.

### Compliance with legislation

15. I performed procedures to obtain evidence that the public entity had complied with applicable legislation regarding financial matters, financial management and other related matters. I did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

**Internal control**

16. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. I did not identify any significant deficiencies in internal control.

*Auditor - General*

Pretoria

31 July 2014



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## 29. Annual financial statements

### ACCOUNTING AUTHORITY REPORT

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

#### 1. Nature of entity

The Authority is a public entity domiciled in South Africa.

#### 2. Nature of entity's operations

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

#### 3. Going concern

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

#### 4. Events after the reporting period

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

#### 5. Principal activities

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



- Advocate the National Qualifications Framework (NQF).
- Provide NQF and Career Advice Services.

## 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 to their use during the year. Capital expenditure on property, plant and equipment and intangible assets for the year amounted to R6,186,396 (2013 R10,852,737).

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

## 7. National Career Advice Portal (NCAP)

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

## 8. Remuneration

The remuneration of the Chairperson is determined by the Minister of Higher Education and Training, 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 of Higher Education and Training.

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

	Attendance fees	Remuneration	Fees for Other Services Rendered	Travel Costs	Total
<b>Executive</b>					
Mr J Samuels	-	1,401,072	-	-	1,401,072
<b>Non-Executive</b>					
Mr MJN Njeke-Chairperson	-	294,083	-	-	294,083
<b>5th Board Members</b>					
Mr D Adler	69,958	-	185,886	9,631	265,475
Ms CT Duba	-	-	-	4,592	4,592
Mr SFA Mokonane	-	-	-	12,486	12,486
Ms N Moodley	-	-	-	6,154	6,154
Ms S Muller	46,336	-	-	317	46,653
Dr V Toni-Penxa	48,650	-	-	18,737	67,387
Mr O Sipuka	39,702	-	-	2,195	41,897
Prof TG Schultz	29,148	-	-	3,969	33,117
	<b>233,794</b>	<b>1,695,155</b>	<b>185,886</b>	<b>58,081</b>	<b>2,172,916</b>

## 9. 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 112 thereof.

## 10. Auditors

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

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

## 11. Fair Presentation

The financial statements fairly present the state of affairs of SAQA at 31 March 2014, 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 16 July 2014.

## 12. Projects

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

Projects	1 April 2013 Opening Balance	Current Year Income	Current Year Expenditure/ Release/Refund	Transfer to DHET-CDS project	31 March 2014 Balance
Council on Higher Education	905,484	1,270,000	(1,229,842)	-	945,642
National Skills Fund- Career Advice Services	5,617,878	28,383,103	(32,096,817)	(1,904,164)	-
DHET - Career Development Services	-	1,904,164	(11,024,749)	-	(9,120,585)
Energy and Water SETA	-	1,785,000	-	-	1,785,000
	<b>6,523,362</b>	<b>33,342,267</b>	<b>(44,351,408)</b>	<b>(1,904,164)</b>	<b>(6,389,943)</b>

Statement of Financial Performance *as at 31 March 2014*

	Note(s)	2014	2013
		R	R
Revenue	2	121,897,312	114,279,940
Operating expenses	4	(120,364,384)	(111,056,715)
<b>Operating (deficit) surplus</b>		<b>1,532,928</b>	<b>3,223,225</b>
Investment revenue	5	1,542,797	1,311,076
<b>Surplus for the year</b>		<b>3,075,725</b>	<b>4,534,301</b>

Statement of Financial Position *as at 31 March 2014***ASSETS**

## Current Assets

Inventories	6	185,163	177,309
Receivables from exchange transactions	7	11,643,647	2,636,185
Prepaid expense		552,652	1,482,409
Cash and cash equivalents	8	20,833,342	27,652,082
		<b>33,214,804</b>	<b>31,947,985</b>

## Non-Current Assets

Property, plant and equipment	9	17,230,509	17,904,746
Intangible assets	10	12,906,062	11,091,626
Operating lease asset	15	10,163	39,695
		<b>30,146,734</b>	<b>29,036,067</b>
<b>Total Assets</b>		<b>63,361,538</b>	<b>60,984,052</b>

**LIABILITIES**

## Current Liabilities

Deferred Income	11	6,697,444	9,566,101
Payables from exchange transactions	12	12,337,334	10,701,821
VAT payable from exchange transactions	13	20,067	35,161
Provisions	26	718,949	168,949
		<b>19,773,794</b>	<b>20,472,032</b>
<b>Total Liabilities</b>		<b>19,773,794</b>	<b>20,472,032</b>
<b>Net Assets</b>		<b>43,587,744</b>	<b>40,512,020</b>

**NET ASSETS**

Accumulated surplus		43,587,746	40,512,020
---------------------	--	------------	------------

## Statement of Changes in Net Assets *as at 31 March 2014*

	Accumulated surplus	Total net assets
	R	R
<b>Balance at 01 April 2012</b>	<b>35,977,719</b>	<b>35,977,719</b>
Surplus for the year	4,534,301	4,534,301
<b>Balance at 01 April 2013</b>	<b>40,512,021</b>	<b>40,512,021</b>
Surplus for the year	3,075,725	3,075,725
<b>Balance at 31 March 2014</b>	<b>43,587,746</b>	<b>43,587,746</b>

## Cash Flow Statement *as at 31 March 2014*

	Note(s)	2014	2013
		R	R
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Rendering of services		27,918,692	25,507,124
Grants		49,401,000	45,723,000
Interest income		1,542,797	1,311,076
Project funding received		34,000,981	42,629,961
		112,863,470	115,171,161
<b>Payments</b>			
Paid to suppliers and employees		(113,495,974)	(98,110,130)
<b>Net cash flows from operating activities</b>	14	<b>(632,504)</b>	<b>17,061,031</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment	9	(2,022,551)	(2,966,053)
Proceeds from sale of property, plant and equipment	21	160	35,663
Purchase of intangible assets	10	(4,163,845)	(7,886,684)
<b>Net cash flows from investing activities</b>		<b>(6,186,236)</b>	<b>(10,817,074)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(6,818,740)</b>	<b>6,243,957</b>
Cash and cash equivalents at the beginning of the year		27,652,082	21,408,123
<b>Cash and cash equivalents at the end of the year</b>	8	<b>20,833,342</b>	<b>27,652,080</b>

## 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	R

**STATEMENT OF FINANCIAL PERFORMANCE****Revenue****Revenue from exchange transactions**

Rendering of services	24,000,000	-	24,000,000	25,750,599	1,750,599	30
Profit on sale of property, plant and equipment	-	-	-	160	160	
Rent	1,800,000	-	1,800,000	1,392,491	(407,509)	
Sundry	3,436,000	-	3,436,000	2,231,496	(1,204,504)	
Interest received - investment	1,250,000	-	1,250,000	1,542,797	292,797	
<b>Total revenue from exchange transactions</b>	<b>30,486,000</b>	<b>-</b>	<b>30,486,000</b>	<b>30,917,543</b>	<b>431,543</b>	

**Revenue from non-exchange transactions****Taxation revenue**

Government grants & subsidies	99,163,086	-	99,163,086	92,522,566	(6,640,520)	
-------------------------------	------------	---	------------	------------	-------------	--

**Transfer revenue**

Surplus funds from prior years	11,300,000	-	11,300,000	-	(11,300,000)	
--------------------------------	------------	---	------------	---	--------------	--

**Total revenue from non-exchange transactions**

<b>Total revenue from non-exchange transactions</b>	<b>110,463,086</b>	<b>-</b>	<b>110,463,086</b>	<b>92,522,566</b>	<b>(17,940,520)</b>	
---	--------------------	----------	--------------------	-------------------	---------------------	--

**Expenditure**

Personnel	(74,728,046)	-	(74,728,046)	(67,168,304)	7,559,742	
Depreciation and amortisation	-	-	-	(5,046,196)	(5,046,196)	
Repairs and maintenance	(849,000)	-	(849,000)	(558,778)	290,222	
General Expenses	(63,056,040)	500,000	(62,556,040)	(47,589,761)	14,966,279	
<b>Total expenditure</b>	<b>(138,633,086)</b>	<b>500,000</b>	<b>(138,133,086)</b>	<b>(120,363,039)</b>	<b>17,770,047</b>	

<b>Operating deficit</b>	<b>2,316,000</b>	<b>500,000</b>	<b>2,816,000</b>	<b>3,077,070</b>	<b>261,070</b>	
--------------------------	------------------	----------------	------------------	------------------	----------------	--

## 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	R
Loss on foreign exchange	-	-	-	(1,345)	(1,345)	
<b>Deficit</b>	<b>2,316,000</b>	<b>500,000</b>	<b>2,816,000</b>	<b>3,075,725</b>	<b>259,725</b>	
<b>Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement</b>	<b>2,316,000</b>	<b>500,000</b>	<b>2,816,000</b>	<b>3,075,725</b>	<b>259,725</b>	
<b>Reconciliation</b>						

### STATEMENT OF FINANCIAL POSITION

#### Assets

##### Non-Current Assets

Property, plant and equipment	2,316,000	500,000	2,816,000	2,022,551	(793,449)
Intangible assets	-	-	-	4,163,845	4,163,845
	<b>2,316,000</b>	<b>500,000</b>	<b>2,816,000</b>	<b>6,186,396</b>	<b>3,370,396</b>
<b>Total Assets</b>	<b>2,316,000</b>	<b>500,000</b>	<b>2,816,000</b>	<b>6,186,396</b>	<b>3,370,396</b>
<b>Net Assets</b>	<b>2,316,000</b>	<b>500,000</b>	<b>2,816,000</b>	<b>6,186,396</b>	<b>3,370,396</b>

#### Net Assets

##### Net Assets Attributable to Owners of Controlling Entity

##### Reserves

Accumulated surplus	-	-	-	-	-
<b>Total Net Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Accounting Policies

### 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 Rands.

#### 1.1 Property, plant and equipment

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

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

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

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

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

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

Asset	Useful life
Buildings	50 years
Security and CCTV system	10 years
Computer file servers	4 years
Office furniture and equipment	5 years
Motor vehicles	10 years
Storage Area Network	5 years
IT equipment	3 years
Central airconditioning system	10 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 either:

- is 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.



## Accounting Policies

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 the Authority. Amortisation is charged on a systematic basis over the estimated useful lives of the intangible assets.

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

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

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

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

The estimated useful life of License 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 re-assessed annually.

### 1.3 Inventories

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

### 1.4 Provisions

Provisions are recognised in the statement of financial position when:

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

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

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

### 1.5 Employee benefits

#### Short-term employee benefits

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

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

## Accounting Policies

### Defined contribution plans

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

### 1.6 Revenue

#### NLRD Services

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

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

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

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

#### Evaluation fees

Evaluation fees are recognised when the evaluation reports are delivered.

#### Government, donor and project grants

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

Subsequent to initial recognition :

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

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

#### Rental (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.

### 1.7 Finance income

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

### 1.8 Financial instruments

#### Initial recognition and measurement

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

## Accounting Policies

are directly attributable to the acquisition or issue of the financial instrument are added to the fair value. Financial assets are de-recognised if the Authority's contractual rights to the cash flows from the financial assets expire or if SAQA transfers the financial assets to another party without retaining control or substantially all risks and rewards of the asset. Financial liabilities are de-recognised if the Authority's obligations specified in the contract expire or are discharged or cancelled.

### Gains and losses on subsequent measurement

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

### Trade and other receivables

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

### Trade and other payables

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

### Cash and cash equivalents

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

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

### Financial liabilities

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

### Offset

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

#### 1.9 Impairment of assets

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

Value in use is the present value of the asset's remaining service potential. This is determined using the 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.

#### 1.10 Related parties

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

## Notes to the Annual Financial Statements

2014	2013
R	R

**2. REVENUE FROM EXCHANGE TRANSACTIONS**

Grants from non-exchange transactions	92,522,566	88,352,961
Evaluation fees	22,662,579	17,495,800
NLRD services	255,553	170,701
Verifications services	3,088,020	1,537,606
Rent	1,392,491	1,626,733
Profit on sale of property, plant and equipment	160	35,663
Sundry	1,975,943	5,060,476
	<b>121,897,312</b>	<b>114,279,940</b>

\* Included in sundry income in the 2013 financial year is income of R942,774 from the QCTO for the secondment of two staff members.

**3. GRANTS - REVENUE FROM NON-EXCHANGE TRANSACTIONS**

Department of Higher Education and Training	49,401,000	45,723,000
National Skills Fund & DHET - Career advice services	43,121,566	42,629,961
	<b>92,522,566</b>	<b>88,352,961</b>

**4. OPERATING (DEFICIT) SURPLUS**

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

**Auditors' Remuneration**

External audit	1,100,438	816,503
Internal audit	354,370	398,640
	<b>1,454,808</b>	<b>1,215,143</b>

**Board Members Remuneration****Remuneration of Chief Executive officer**

Annual Remuneration	1,137,150	1,077,456
Contributions to Pension Fund	137,210	131,824
Performance Bonus	126,712	168,949
	<b>1,401,072</b>	<b>1,378,229</b>

## Notes to the Annual Financial Statements

	2014	2013
	R	R

### Non-Executive Members

#### Remuneration of chairperson

Annual Remuneration	294,083	278,488
---------------------	---------	---------

#### Remuneration of Members

Meeting attendance fees	233,794	244,077
Travel re-imburement	58,081	66,626
Other services	185,886	261,881
	<b>477,761</b>	<b>572,584</b>

### Employee Related Costs

Remuneration	59,544,751	53,804,459
Pension Fund contributions	5,687,467	5,289,421
Statutory contributions	535,014	444,989
	<b>65,767,232</b>	<b>59,538,869</b>

### Depreciation and Amortisation

Buildings	49,681	45,611
Furniture and fixtures	256,025	260,354
Motor vehicles	12,788	-
IT equipment	2,350,872	2,169,640
Central airconditioning system	27,421	235,607
Intangible assets	2,349,409	592,685
	<b>5,046,196</b>	<b>3,303,897</b>

### Operating lease charges

Equipment		
Watercooler rental	43,450	47,035

## Notes to the Annual Financial Statements

	2014	2013
	R	R
<b>Other</b>		
Loss on exchange differences	1,345	4,104
Printing	4,794,730	3,699,691
Consulting and professional fees	12,689,624	13,304,801
Advertising and advocacy	6,871,691	8,544,060
Sundry Expenses	21,522,392	19,169,814
	<b>45,879,782</b>	<b>44,722,470</b>
<b>Total Operating expenses</b>	<b>120,364,384</b>	<b>111,056,715</b>
<b>5. INVESTMENT REVENUE</b>		
<b>Interest revenue</b>		
Corporation for Public Deposits	1,542,797	1,311,076
<b>6. INVENTORIES</b>		
Stationery	185,163	177,309
<b>7. RECEIVABLES FROM EXCHANGE TRANSACTIONS</b>		
Trade debtors	2,566,664	2,578,613
SARS - PAYE	-	21,271
Provision for Doubtful Debt	(101,637)	-
DHET Career Development Services Project	9,120,585	-
Staff debtors	58,035	36,301
	<b>11,643,647</b>	<b>2,636,185</b>

**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**

Trade and other receivables	11,643,647	2,636,185
-----------------------------	------------	-----------

**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.

## Notes to the Annual Financial Statements

2014	2013
R	R

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

Current due (1 month)	11,244,955	2,058,758
2 months past due	1,500	80,825
>3 months past due	397,192	496,602
	<b>11,643,647</b>	<b>2,636,185</b>

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 effects of discounting is immaterial.

### 8. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of:

Cash on hand	3,000	1,866
Bank balances	1,052,970	9,412,350
Corporation for Public Deposits	19,777,372	18,237,866
	<b>20,833,342</b>	<b>27,652,082</b>

The average weekly balance of funds held at the Corporation for Public Deposits over the financial year was R27,6 million (2013: R24.3 million) and the average interest rate over the same period was 5.18% (2013: 5.13%).

### 9. PROPERTY, PLANT AND EQUIPMENT

	2014			2013		
	Cost	Accumulated depreciation and accumulated impairment	Carrying value	Cost	Accumulated depreciation and accumulated impairment	Carrying value
Land	515,455	-	515,455	515,455	-	515,455
Buildings	12,101,940	(3,379,030)	8,722,910	12,002,788	(3,329,349)	8,673,439
Parking garage	4,047,110	(372,428)	3,674,682	4,047,110	(372,428)	3,674,682
Central airconditioning system	1,958,563	(1,783,238)	175,325	1,958,563	(1,755,817)	202,746
<b>Subtotal: land and building</b>	<b>18,623,068</b>	<b>(5,534,696)</b>	<b>13,088,372</b>	<b>18,523,916</b>	<b>(5,457,594)</b>	<b>13,066,322</b>
IT equipment	15,331,794	(12,211,213)	3,120,581	14,221,472	(10,192,965)	4,028,507
Motor vehicles	199,516	(65,492)	134,024	199,516	(52,704)	146,812
Furniture and fixtures	4,049,374	(3,161,842)	887,532	3,572,619	(2,909,514)	663,105
<b>Total</b>	<b>38,203,752</b>	<b>(20,973,243)</b>	<b>17,230,509</b>	<b>36,517,523</b>	<b>(18,612,777)</b>	<b>17,904,746</b>



## Notes to the Annual Financial Statements

## Reconciliation of property, plant and equipment - 2014

	Opening balance	Additions	Carrying amount on disposals	Depreciation	Total
Land	515,455	-	-	-	515,455
Buildings	8,673,439	99,152	-	(49,681)	8,722,910
Parking garage	3,674,682	-	-	-	3,674,682
Central airconditioning system	202,746	-	-	(27,421)	175,325
<b>Subtotal: land and building</b>	<b>13,066,322</b>	<b>99,152</b>	<b>-</b>	<b>(77,102)</b>	<b>13,088,372</b>
IT equipment	4,028,507	1,442,947	-	(2,350,873)	3,120,581
Motor vehicles	146,812	-	-	(12,788)	134,024
Furniture and fixtures	663,105	480,452	-	(256,025)	887,532
	<b>17,904,746</b>	<b>2,022,551</b>	<b>-</b>	<b>(2,696,788)</b>	<b>17,230,509</b>

## Reconciliation of property, plant and equipment - 2013

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

SAQA acquired the land and buildings at 1067 Arcadia Street, Hatfield, Pretoria, Erf 637 Hatfield, on 1 October 2002 for R5,400,000. Net improvements to land and buildings to date amount to R13 223 068 (2013: R13 123 916).

	2014	2013
	R	R
<b>Details of property</b>		
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	-
	<b>18,623,068</b>	<b>18,523,916</b>

## Notes to the Annual Financial Statements

### 10. INTANGIBLE ASSETS

	2014			2013		
	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
DFQEAS workflow software	4,091,446	(3,018,334)	1,073,112	4,024,414	(2,682,974)	1,341,440
NLRD software	26,750,708	(24,729,540)	2,021,168	26,511,052	(24,432,621)	2,078,431
SAQA Website	331,972	-	331,972	-	-	-
License fees	237,290	-	237,290	-	-	-
National Career Advice Portal	10,959,650	(1,717,130)	9,242,520	7,671,755	-	7,671,755
<b>Total</b>	<b>42,371,066</b>	<b>(29,465,004)</b>	<b>12,906,062</b>	<b>38,207,221</b>	<b>(27,115,595)</b>	<b>11,091,626</b>

#### Reconciliation of intangible assets - 2014

	Opening balance	Additions	Amortisation	Total
DFQEAS workflow software	1,341,440	67,032	(335,360)	1,073,112
NLRD software	2,078,431	239,656	(296,919)	2,021,168
SAQA Website	-	331,972	-	331,972
License fees	-	237,290	-	237,290
National Career Advice Portal	7,671,755	3,287,895	(1,717,130)	9,242,520
	<b>11,091,626</b>	<b>4,163,845</b>	<b>(2,349,409)</b>	<b>12,906,062</b>

#### Reconciliation of intangible assets - 2013

	Opening balance	Additions	Amortisation	Total
DFQEAS workflow software	1,572,490	83,448	(314,498)	1,341,440
NLRD software	2,225,137	131,481	(278,187)	2,078,431
NCAP	-	7,671,755	-	7,671,755
	<b>3,797,627</b>	<b>7,886,684</b>	<b>(592,685)</b>	<b>11,091,626</b>

## Notes to the Annual Financial Statements

2014	2013
R	R

**11. DEFERRED INCOME****Deferred income comprises of:**

Directorate: Foreign Qualifications Evaluations and Advisory Services	3,947,033	3,022,970
Council on Higher Education	945,642	905,484
National Skills Fund - Career Advice Services	-	5,617,878
Rent received in advance	19,769	19,769
Energy and Water SETA	1,785,000	-
	<b>6,697,444</b>	<b>9,566,101</b>

**12. PAYABLES FROM EXCHANGE TRANSACTIONS**

Trade payables	9,225,297	7,776,068
Accrued leave pay	2,326,938	2,199,272
Accrued bonus	785,099	723,466
Other payables	-	3,015
	<b>12,337,334</b>	<b>10,701,821</b>

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

**13. VAT PAYABLE FROM EXCHANGE TRANSACTIONS**

VAT payable	20,067	35,161
-------------	--------	--------

**14. CASH (USED IN) GENERATED FROM OPERATIONS**

Surplus before taxation	3,075,725	4,534,301
<b>Adjustments for:</b>		
Depreciation and amortisation	5,046,196	3,303,897
(Profit) on disposal of assets	(160)	(35,663)
Bad debts (recouped) / written-off	76,894	67,674
Movements in operating lease assets and accruals	(47,362)	11,255
Movements in provisions	550,000	168,949
<b>Changes in working capital:</b>		
Inventories	(7,854)	23,760
Receivables from exchange transactions	(9,007,462)	1,112,068
Prepaid expense	929,757	(650,314)
Payables from exchange transactions	1,635,513	1,778,877
VAT	(15,094)	8,030
Deferred Income	(2,868,657)	6,738,197
	<b>(632,504)</b>	<b>17,061,031</b>

## Notes to the Annual Financial Statements

2014	2013
R	R

### 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:

Less than one year	252,630	822,362
Between one and five years	-	7,070
	<b>252,630</b>	<b>829,432</b>
Amount to be recognised in future periods	242,467	789,737
Operating lease accrual recognised	10,163	39,695
	<b>252,630</b>	<b>829,432</b>

### 16. TAXATION

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

### 17. FINANCIAL INSTRUMENTS

#### Risk management

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

#### Credit risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. 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 of Higher Education and Training. 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.

## Notes to the Annual Financial Statements

### Interest rate risk

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

On an average cash balance of R19,0 million (2013: R19.6 million), a 1% rise or fall in the interest rate would have an effect on income of either increasing income or decreasing it by R190 000 (2013: R196 000), having an effect of 0.16% (2013: 0.17%) of total income.

### Fair values

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

### 18. RETIREMENT BENEFIT OBLIGATIONS

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

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

The total cost charged to income of R5,824,677 (2013: R5,421,245) represents contributions payable to the scheme by SAQA according to the rates specified in the rules of the scheme.

As at 31 March 2014 all contributions had been paid over to the scheme.

### 19. SUBSEQUENT EVENTS

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

### 20. ACCOUNTING ESTIMATES AND JUDGEMENTS

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

### 21. INVESTMENT PROPERTY

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

### 22. CONTINGENT LIABILITIES

In terms of section 53(3) of the PFMA, a public entity may not accumulate surplus funds without approval from the National Treasury. Approval has been requested from the National Treasury to retain cash surpluses amounting to R13,4 million, however, SAQA is still awaiting approval. In the past the National Treasury has allowed the retention of surplus funds.

## Notes to the Annual Financial Statements

2014	2013
R	R

**23. COMMITMENTS****COMMITTED AND CONTRACTED**

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

- Career Advice Services Project	-	5,617,878
- Council on Higher Education Database Project	945,642	905,482
- National Career Advice Portal - (Intangible asset)	-	3,287,895
- IT Related Costs	2,757,093	3,235,197
- Facilities Costs	3,346,615	1,754,321
- Professional Services	2,203,922	1,249,318
- Advertisements and Advocacy	3,106,990	2,649,588
- Stationery & Printing	293,431	-
	<b>12,653,693</b>	<b>18,699,679</b>

**Research Proposal Commitments**

In addition to the commitments in the table above, SAQA has entered into Research agreements with three institutions. The total commitment into the future is R919,635. The commitment for the 2014/15 financial year is R874,635, the 2015/16 financial year is R45,000. Should the research partner not perform according to the terms of the agreement, then SAQA has the right to cancel the agreement and to withhold any further payments to the institutions.

**Operating lease as Lessee****Minimum lease payments due**

- within one year	44,335	43,450
- in second to fifth year inclusive	51,724	7,389
	<b>96,059</b>	<b>50,839</b>

SAQA leases water coolers over a 24 month period. If no notice of cancellation is given within 90 days of the contract ending date, the lease is automatically renewed for a further 24 month period. The current contract expires on 31 May 2014. SAQA intends to renew the lease for a further 24 month period. The current lease payment is R3,694.57 per month and there are no built in price escalations in the lease agreement.

**COMMITTED BUT NOT CONTRACTED**

SAQA has approved the procurement of a further R463,197 of expenditure for advertisements, employee wellness, professional services and website hosting but has not yet contracted with the suppliers.

**24. PUBLIC FINANCE MANAGEMENT ACT**

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

## Notes to the Annual Financial Statements

The Authority has assessed the levels of materiality to be

- any amount which arises from criminal conduct
- R10 000 and above which results from irregular, fruitless or wasteful expenditure caused by gross negligence; or
- R 600 000 and above, being approximately 0,5% of gross revenue in respect of irregular, fruitless or wasteful expenditure caused by any other circumstance

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

SAQA received R49 401 000 (2013: R45 723 000) from the government during the year. No financial commitments were made on the government's behalf.

### 25. PRIOR PERIOD ERRORS

It was discovered that in the previous financial year that numerous deposits for which no application forms had been received before the year end, had been made into SAQA's bank account for the evaluation of foreign qualifications. The net effect was that DFQEAS income was overstated and DFQEAS deferred income was understated in the prior financial year.

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

	2014	2013
	R	R
<b>Statement of financial position</b>		
Increase in DFQEAS deferred income	-	521,400
<b>Statement in changes to the net assets</b>		
Closing accumulated surpluses as previously reported	-	41,033,420
Correction of error	-	(521,400)
Closing Accumulated Surplus	-	40,512,020
<b>Statement of Financial Performance</b>		
Decrease in Evaluation fees	-	521,400



## Notes to the Annual Financial Statements

### 26. PROVISIONS

#### Reconciliation of provisions - 2014

	Opening Balance	Additions	Reversed during the year	Total
Legal Fees	-	50,000	-	50,000
Staff Performance Bonus	-	500,000	-	500,000
CEO Performance Bonus	168,949	168,949	(168,949)	168,949
	<b>168,949</b>	<b>718,949</b>	<b>(168,949)</b>	<b>718,949</b>

#### Reconciliation of provisions - 2013

	Opening Balance	Additions	Total
CEO Performance Bonus	-	168,949	168,949

### 27. RELATED PARTIES

#### Identity of related parties

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

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

2014	2013
R	R

#### Transactions with SAQA's principal departments and their public entities:

##### Grant

Department of Higher Education and Training	49,401,000	45,723,000
---	------------	------------

##### Funds received for Services

Council on Higher Education	1,270,000	1,285,000
National Skills Fund - Career Advice Services	43,121,566	49,993,163
Energy and Water SETA	1,785,000	-
	<b>46,176,566</b>	<b>51,278,163</b>

##### Balance Owing to SAQA by Entity

DHET - Career Development Services	(9,120,585)	-
Quality Council for Trades and Occupations (QCTO)	-	(224,720)
	<b>(9,120,585)</b>	<b>(224,720)</b>

## Notes to the Annual Financial Statements

## 28. Directors' emoluments

## 2014

	Remuneration	Contribution to retirement plan	Performance bonus paid	Total
Chief Executive Officer	1,137,150	137,210	126,712	1,401,072
Deputy Chief Executive Officer	986,719	130,572	-	1,117,291
Project Director: Advocacy Communications and Support	854,628	103,891	-	958,519
Director: International Liaison	792,455	103,357	-	895,812
Project Director: Career Advice Services (Resigned 31 July 2013)	241,840	31,133	-	272,973
Director: In the Office of the Executive Office	698,301	84,135	-	782,436
Director: Research	682,326	100,110	-	782,436
Director: Finance and Administration	1,059,725	123,194	-	1,182,919
Director: Foreign Qualifications Evaluations and Advisory Services	736,759	100,448	-	837,207
Director: Information Technology	933,983	115,611	-	1,049,594
Director: National Learners' Records Database	847,092	111,427	-	958,519
Director: Human Resources	851,725	106,794	-	958,519
Director: Registration and Recognition	736,759	100,448	-	837,207
	<b>10,559,462</b>	<b>1,348,330</b>	<b>126,712</b>	<b>12,034,504</b>

## 2013

	Remuneration	Contribution to retirement plan	Total
Chief Executive Officer	1,077,456	131,824	1,209,280
Deputy Chief Executive Officer (appointed 01 October 2012)	448,792	62,069	510,861
Project Director: NQC Advocacy	807,818	96,446	904,264
Director: International Liaison	802,467	96,219	898,686
Project Director: Career Advice Services	650,921	87,227	738,148
Director: Strategic Support	662,712	75,436	738,148
Director: Research	648,472	89,676	738,148
Director: Finance and Administration	1,002,098	113,863	1,115,961
Director: Foreign Qualifications Evaluation and Advisory Services	703,383	86,436	789,819
Director: Information Technology	882,793	107,390	990,183
'Director: National Learners' Records Database	800,510	103,754	904,264
Director: Human Resources	805,143	99,121	904,264
Director: Registration and Recognition	696,010	93,809	789,819
	<b>9,988,575</b>	<b>1,243,270</b>	<b>11,231,845</b>

## Notes to the Annual Financial Statements

### 29. ACCOUNTING STANDARDS

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

* GRAP 20 Related Party Disclosures	No effective date
* GRAP 105 Transfer of Functions Between Entities Under Common Control	No effective date
* GRAP 106 Transfer of Functions Between Entities Not Under Common Control	No effective date
* GRAP 107 Mergers	No effective date

Standards of GRAP that have been issued that entities are not required to apply:

- \* GRAP 18 Segment Reporting

### 30. COMMENTS TO THE STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

Income from services rendered is higher than budgeted due to:

- R5,65 million more income received for the evaluation of foreign qualifications function, mainly due to an increase in the number of applications received during the year.
- R3,9 million less income for the verification of qualifications income due to lower demand than anticipated, especially from the public sector with regards to the bulk verifications.

Rental income received is less than budgeted for by R0,4 million due to a tenant that vacated the premises early and SAQA not getting a new tenant to lease the premises due to the need by SAQA for additional office space for its own staff.

R1,2 million less sundry income received due to fundraising initiatives that generated less income than was anticipated.

Investment revenue was higher than budgeted for due to a higher average weekly cash balance than what was budgeted and a slightly higher average interest rate.

Grant revenue is lower than budgeted for as a result of the lower spending related to the CAS project on personnel costs, conference costs and other related project costs.

Surplus funds of R11,3 million was included in the budget. Approval was received from National Treasury to retain the surplus.

Personnel costs is underspent due to vacancies and resignations in the CAS project as a result of the uncertainties experienced over the ongoing funding and status of the project. Some additional funding was also allocated to the personnel costs budget after SAQA received approval to retain its surplus funds from prior years. However, the approval of the revised approved budget was received too late to be able to effectively fill the positions made available with the additional funding.

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

All of the normal ongoing repairs and maintenance was completed during the year. Due to timing issues, some of the ad hoc repairs and maintenance was not done by the year-end which resulted in the under-expenditure.

Included in the general expenditure that was underspent by R14,97 million is an amount of R4,16 million that was spent on intangible assets, mainly the National Career Advice Portal (NCAP) intangible asset, which amount was capitalised and therefore causes the capital expenditure to show an overspend in the non-current assets section of the statement. The balance of underspending of R10,81 million is mainly due to the following:

## Notes to the Annual Financial Statements

1. Less costs incurred for the Verifications project of R3 million due to the lower than anticipated demand for the bulk verifications. (See comment on less income received).
2. Lower spending on the CAS project on conference costs, printing costs, computer software and licensing costs and consultants costs amounting to R3,05 million.
3. Lower expenditure of R1 million on staff training, educational assistance and staff recruitment costs.
4. Savings and under-expenditure amounting to R3,76 million on consulting fees, travel costs, conference costs, printing and photocopying expenditure, computer and software licensing costs and minor asset purchases.

Property, plant and equipment (PPE) was underspent as a result of a timing difference of not having been able to spend the additional budget allocated to the PPE by year end.

With regards to the spending on the intangible assets, refer to the notes above.





**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](mailto:saqainfo@saqa.org.za)

ISBN: 978-1-920649-22-7