



National Student Financial Aid Scheme
Annual Performance Plan
for the year 2015/16

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Official Sign-off

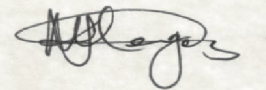
It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the National Student Financial Aid Scheme (NSFAS) under the guidance of its Board;
- Takes into account all the relevant policies, legislations and other mandates for which NSFAS is responsible;
- Accurately reflects the strategic outcome orientated goals and objectives NSFAS will endeavour to achieve in the fiscal year 2015/16.

L Nage, Mr

Chief Financial Officer

Signature:

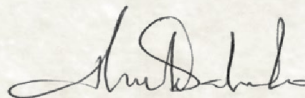


Sixholo, Ms

Snr. Manager:

Strategic Planning and Performance

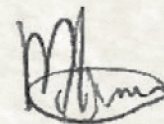
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M Daca, Mr

Executive Officer

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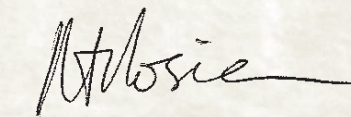


Approved by

T Mosia, Prof.

Acting Chairperson

Signature:



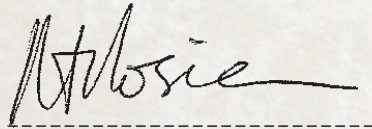
FOREWORD BY THE CHAIRPERSON

This Annual Performance Plan (APP) sets out the path that NSFAS will follow in the 2015/16 financial year to reach its strategic goals. The APP builds on the work done in previous performance plans and continues the efforts of management and employees to provide an efficient service to students.

Added to this is a new objective aimed at strengthening stakeholder relations and communication by taking a more active role in seeking stakeholder feedback and monitoring stakeholder satisfaction levels as part of an integrated approach to client service management.

In this financial year NSFAS will renew its focus on raising funds and recovering loans in order to increase the pool of funds available for loans and bursaries. Furthermore NSFAS plans to strengthen its research capacity in order to provide policy inputs and thought leadership in key issues affecting the higher education sector.

We will also ensure that we provide a conducive working environment for our employees in order to drive performance excellence in our operations and to enable the implementation of our strategy.



Prof. Themba Mosia

Acting Chairperson: NSFAS Board

PART A: STRATEGIC OVERVIEW

1. MANDATE

NSFAS is responsible for:

- providing loans and bursaries to eligible students;
- developing criteria and conditions for the granting of loans and bursaries to eligible students in consultation with the Minister of Higher Education and Training;
- raising funds;
- recovering loans;
- maintaining and analysing a database; and
- undertaking research for the better utilisation of financial resources and advising the Minister on matters relating to student financial aid.

2. VISION

A model public entity that provides financial aid to all eligible public university and Technical and Vocational Education and Training (TVET) college students from poor and working class families.

3. MISSION

To transform NSFAS into an efficient and effective provider of financial aid to students from poor and working class families in a sustainable manner that promotes access to, and success in, higher and further education and training, in pursuit of South Africa's national and human resource development goals.

The mission statement is made up of three distinct elements which describe why NSFAS exists, what we do, and the impact on our constituency:


- NSFAS exists to provide financial aid to eligible students at public TVET colleges and public universities.
- NSFAS identifies eligible students, provides loans and bursaries and collects student loan repayments to replenish the funds available for future generations of students.
- NSFAS supports access to, and success in, higher education and training for students from poor and working class families who would otherwise not be able to afford to study.


4. VALUES


External Values for our Students and Stakeholders:

Accessibility - We create an environment that allows efficient, effective and direct access to NSFAS and the funding it provides to eligible students.


Transparency - We are open and honest with all students and stakeholders.


 **Affordability** - We offer affordable solutions for students to study at public universities and TVET colleges.


 **Reliability** - We honour our commitments and strive to deliver on our mandate.


 **Authenticity** - We protect our students and stakeholders by offering quality services and information.

Internal Values for our staff and organization:

 **Integrity** - We act with integrity towards all stakeholders, and support clients that uphold the same values.

 **Accountability** - We take responsibility for our actions that drive performance management.

 **Respect** - We treat all our staff members with respect and fairness.

 **Innovation** - We strive to innovate in communicating with and serving students.

5. UPDATED SITUATIONAL ANALYSIS

5.1. Performance Delivery and Organisational Environment

There have been no changes in the external and/or internal environments that might affect performance since the development of the strategic plan.

6. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

There have been no changes in the legislative and other mandates that might affect performance since the development of the strategic plan.

7. OVERVIEW OF 2015/16 BUDGET AND MTEF ESTIMATES

7.1. Expenditure Estimates

Programme	Audited outcomes					Adjusted appropriation 2014			Medium-term expenditure estimate			
	2011/12	2012/13	2013/14	Original Allocation	Adjustment	Revised Allocation	2015/16	2016/17	2017/18			
R thousand												
1. Administration	38,763	89,022	151,379	102,374	7,483	109,857	65,658	77,322	80,332			
2. Student Centered Financial Aid	5,400,717	7,350,395	7,871,141	8,419,037	923	8,419,960	8,891,494	9,365,708	9,835,350			
2.1 Student Centered Financial Aid - Operations	38,620	23,397	35,460	43,270	923	44,193	115,220	129,796	137,642			
2.2 Loans & Bursaries	5,362,097	7,326,998	7,835,681	8,375,767	-	8,375,767	8,776,274	9,235,912	9,697,708			
Subtotal	5,439,480	7,439,417	8,022,520	8,521,411	8,407	8,529,817	8,957,152	9,443,030	9,915,682			
Direct charges against the National Revenue Fund	-	-	-	-	-	-	-	-	-			
Total	5,439,480	7,439,417	8,022,520	8,521,411	8,407	8,529,817	8,957,152	9,443,030	9,915,682			
Change to 2014 budget estimate	-	-	-	-	8,407	-	-	-	-			



7.2. Expenditure budget detail

R thousand	Audited outcomes					Adjusted appropriation 2014/15			Medium-term expenditure estimate		
	2011/12	2012/13	2013/14	Original Allocation	Adjustment	Revised Allocation	2015/16	2016/17	2017/18		
Economic Classification											
Current payments											
Compensation of employees	28,563	38,917	65,993	84,620		84,620	92,363	117,305	121,266		
Goods and Services	29,150	39,731	42,166	52,080	923	61,313	74,545	82,881	89,336		
Of which:											
Communications	2,721	2,371	4,585	4,309	923	5,232	8,270	10,535	13,340		
Consultants, Contractors and Special services	11,451	19,866	10,998	10,488	-	10,488	22,853	23,427	24,986		
Outside Services, Maintenance	6,628	7,901	13,789	22,068	-	22,068	21,932	23,879	24,476		
Staff education, training and development	285	564	3,492	3,068	-	3,068	3,464	4,559	4,803		
Postage, stationery and computerservices	6,395	6,002	6,742	9,894	-	9,894	13,479	15,459	16,422		
Official functions	1,670	3,027	2,560	2,293	-	2,293	4,548	5,022	5,310		
Transformation Programme 2013											
Design of student centered model	-	2,865	1,492	-	-	-	-	-	-		
Software, network infrastructure and implementation	-	12,209	7,1534	1,809	7,483	9,292	-	-	-		
Policies, Procedures and Training	-	15,325	274	-	-	-	-	-	-		
Financial transactions in assets and liabilities											
Transfers and subsidies to	3,622,986	4,926,442	6,572,936	6,911,887	-	6,911,887	7,238,937	7,604,728	7,760,169		
Provinces and municipalities	-	-	-	-	-	-	-	-	-		
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-		
Universities and technikons	-	-	-	-	-	-	-	-	-		
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-		
Foreign governments and international organizations	-	-	-	-	-	-	-	-	-		
Non-profit institutions	-	-	-	-	-	-	-	-	-		
Households	3,622,986	4,926,442	6,572,936	6,911,887	-	6,911,887	7,238,937	7,604,728	7,760,169		
Payments for capital assets	2,031	3,372	5,380	7,135	-	7,135	13,970	6,932	7,076		
Buildings: non-residential	-	-	-	-	-	-	-	-	-		
Furniture and office equipment	169	1,548	274	2,136	-	2,136	500	400	124		
Software and other intangible assets	1,031	794	3,208	3,086	-	3,086	5,920	1,143	1,253		
Computer equipment	831	1,030	1,648	1,913	-	1,913	7,250	5,389	5,700		
Vehicles	-	-	250	-	-	-	300	-	-		
Total	3,682,730	5,038,861	6,759,775	7,057,531	8,407	7,065,937	7,419,815	7,811,846	7,977,847		
Accounting surplus/(deficit)	1,756,750	2,400,556	1,262,745	1,468,043	-	1,468,880	1,537,337	1,631,184	1,937,836		

PART B: STRATEGIC OBJECTIVES

7.3. MTEF Targets

No.	Strategic objective	Objective statement	No.	Key Performance indicator	Baseline	2015/16	2016/17	2017/18
PROGRAMME: STUDENT CENTRED FINANCIAL AID								
STAKEHOLDER PERSPECTIVE								
1	Improve the disbursement of funds and allowances to students	To progressively improve the efficiency of payments of tuition, residence fees, allowances and claims to students and institutions	1.1	Increase in percentage of students in the student-centred model paid tuition and residence fees on the due date	New indicator	90%	95%	98%
			1.2	Increase in percentage of students in the student-centred model paid allowances on the due date	New indicator	90%	95%	98%
			1.3	Percentage of claims paid to institutions outside of the student-centred model on the due date	New indicator	100% of claims paid to institutions by the 31 December	100% of claims paid to institutions by 31 December	100% of claims paid to institutions by 31 December
			1.4	Upfront payment made to institutions outside of the student-centred model on the due date	New indicator	100% by 31 March	100% by 31 March	100% by 31 March
2	Provide policy inputs on student financial aid	To provide policy inputs on student financial aid by conducting research programmes and publishing the outcomes	2.1	Number of research reports produced	New Indicator	5 of research reports produced	5 of research reports produced	5 of research reports produced
			2.2	Number of research projects published	New indicator	1 research project published	1 research project published	1 research project published
			2.3	Number of policy briefs produced	New indicator	1 policy brief produced	1 policy brief produced	1 policy brief produced
3	Improve key external stakeholder satisfaction	To improve stakeholder satisfaction by improving stakeholder relations and communication for those stakeholders identified in section 6.2 of the Strategic Plan.	3	Increase in percentage of satisfied stakeholders	New indicator	60% stakeholders satisfied	65% stakeholders satisfied	70% stakeholders satisfied





No.	Strategic objective	Objective statement	No.	Key Performance indicator	Baseline	2015/16	2016/17	2017/18
PROGRAMME: STUDENT CENTRED FINANCIAL AID								
FINANCIAL PERSPECTIVE								
4	Improve loan collections	To improve loan collections incrementally each year	4	Increase in loan collections	R338 820.613	R373m	2015/16 Actual + 10%	2016/17 Actual + 10%
5	Increase funding raised	To increase the pool of funding available for eligible student loans and bursaries incrementally each year through various fund raising mechanisms	5.1	Number of new funders secured	14	5	5	5
			5.2	Increase in funding raised from current funders	R1,051,163 billion	R105m	2015/16 Actual + 10%	2016/17 Actual +10%

No.	Strategic objective	Objective statement	No.	Key Performance indicator	Baseline	2015/16	2016/17	2017/18
PROGRAMME: ADMINISTRATION								
INTERNAL PROCESSES PERSPECTIVE								
6	Roll-out new student centred model	To roll-out the new student centred model by increasing the percentage of students on the model	6	Increase in percentage of students migrated to new student-centred model	15% of NSFAS students (65000 students)	30% of NSFAS students	50% of NSFAS students	75% of NSFAS students
7	Improve governance	To improve governance standards by maintaining an unqualified audit with zero material statements	7	AGSA audit opinion	Unqualified audit	Unqualified audit with zero material misstatements	Unqualified audit with zero material misstatements	Unqualified audit with zero material misstatements

No.	Strategic objective	Objective statement	No.	Key Performance indicator	Baseline	2015/16	2016/17	2017/18
PROGRAMME: ADMINISTRATION								
LEARNING AND GROWTH PERSPECTIVE								
8	Strive for a high performance culture and improved working environment	To strive for a high performance culture by improving productivity and increasing employee engagement	8.1	Increase in percentage of productive employees	New indicator	60% employees with rating of 3 and above	70% employees with rating of 3 and above	80% employees with rating of 3 and above
			8.2	Increase in percentage of engaged employees	New indicator	50% employees engaged	60% employees engaged	65% employees engaged
9	Ensure information technology (IT) and organisational strategic alignment	To align organisational processes and information technology by achieving CGICTAS Ilevel phase 3 status and maintaining the status thereafter	9	Status level for CGICTAS achieved	New indicator	Achieve CGICTAS Level 3 - Full Conformance	Maintain CGICTAS Level 3 – Full Conformance	Maintain CGICTAS Level 4 – Continuous Improvement

7.4. Quarterly Targets

No.	Strategic objective	Objective statement	No.	Key Performance indicator	Baseline 2013/14	Annual Target	Annual Budget	Quarterly Targets			
								Q1	Q2	Q3	Q4
PROGRAMME: STUDENT CENTRED FINANCIAL AID											
STAKEHOLDER PERSPECTIVE											
1	Improve the disbursement of funds and allowances to students	To progressively improve the efficiency of payments of tuition, residence fees, allowances and claims to students and institutions	1.1	Increase in percentage of students in the student-centred model paid tuition and residence fees on the due date	New indicator	90%	R8,826,959,454	90%	90%	90%	90%
			1.2	Increase in percentage of students in the student-centred model paid allowances on the due date	New indicator	90%		90%	90%	90%	
			1.3	Percentage of claims paid to institutions outside of the student-centred model on the due date	New indicator	100% of claims paid to institutions by 31 December		25%	50%	100%	
			1.4	Upfront payment made to institutions outside of the student-centred model on the due date	New indicator	Upfront payments to 100% of institutions by 31 March					100%
2	Provide policy inputs on student financial aid	To provide policy inputs on student financial aid by conducting research programmes and publishing the outcomes	2.1	Number of research reports produced	New Indicator	5 of research reports produced	R27,708,781	Annual research plan approved and research commenced	Research conducted	Reports presented to Board	5 Research reports produced
			2.2	Number of research projects published	New Indicator	1 research project published				1 research project published	
			2.3	Number of policy briefs produced	New Indicator	1 policy brief produced				1 policy brief produced	
3	Improve key external stakeholder satisfaction	To improve stakeholder satisfaction by improving stakeholder relations and communication for those stakeholders identified in section 6.2 of the Strategic Plan.	3	Increase in percentage of satisfied stakeholders	New indicator	50% stakeholders satisfied	R8,722,757	Stakeholder satisfaction plan/ strategy and intervention/s approved	1 stakeholder targeted intervention aimed at improving satisfaction implemented	Stakeholder satisfaction measured	60% stakeholders satisfied





No.	Strategic objective	Objective statement	No.	Key Performance indicator	Baseline 2013/14	Annual Target	Annual Budget	Quarterly Targets			
								Q1	Q2	Q3	Q4
PROGRAMME: STUDENT CENTRED FINANCIAL AID											
FINANCIAL PERSPECTIVE											
4	Improve loan collections	To improve loan collections incrementally each year	4	Increase in loan collections	R338 820,613	R372,702,674	R14,295,054	25% of target collected.	60% of target collected	80% of target collected	100% of target collected
5	Increase funding raised	To increase the pool of funding available for eligible student loans and bursaries incrementally each year through various fund raising mechanisms	5.1	Increase in number of new funders secured	14	5 new funders secured	R3,996,756	Stakeholder engagements undertaken	2 new funders secured	2 new funders secured	1 new funders secured
			5.2	Increase in funding raised from current funders	R1,501,163 billion (excludes special additional R1 billion grant)	R105m		25% of target raised.	60% of target raised	80% of target raised	100% of target raised.

No.	Strategic objective	Objective statement	No.	Key Performance indicator	Baseline 2013/14	Annual Target	Annual Budget	Quarterly Targets			
								Q1	Q2	Q3	Q4
PROGRAMME: STUDENT CENTRED FINANCIAL AID											
FINANCIAL PERSPECTIVE											
6	Roll-out new student centred model	To roll-out the new student centred model by increasing the percentage of students on the model	6	Increase in percentage of students migrated to new student-centred model	15% of students	30% of students	R7,512,593		Process new applications for 2015 academic year	Process new applications for 2015 academic year	Process new applications for 2016 academic year
7	Improve governance	To improve governance standards by maintaining an unqualified audit with zero material statements	7	AGSA audit opinion	Unqualified audit	Unqualified audit with zero material misstatements	R48,172,524		Audit improvement plan approved	All Q3 targets achieved as per audit improvement plan	All Q4 targets achieved as per audit improvement plan

No.	Strategic objective	Objective statement	No.	Key Performance indicator	Baseline 2013/14	Annual Target	Annual Budget	Quarterly Targets				
								Q1	Q2	Q3	Q4	
PROGRAMME: STUDENT CENTRED FINANCIAL AID												
LEARNING AND GROWTH PERSPECTIVE												
8	Strive for a high performance culture and improved working environment	To strive for a high performance culture by improving productivity and increasing employee engagement	8.1	Increase in percentage of productive employees	New indicator		R13,864,435	Performance management training and all performance agreements signed for all employees. Prior year performance baseline established.	Midyear performance	Final performance review conducted for all employees and productivity measured		
								Employee engagement plan/strategy and intervention/s approved	1 employee targeted Intervention aimed at improving engagement implemented	review conducted all employees	50% employees engaged	
9	Ensure information technology (IT) and organisational strategic alignment	To align organisational processes and information technology by achieving CGICTAS phase 3 status and maintaining the status thereafter	9	Status level for CGICTAS achieved	New indicator	Achieve CGICTAS Phase 3	R5,920,000	Programme plan approved and Q1 targets as per approved plan	All Q2 targets as per approved plan	All Q3 targets as per approved plan	All Q4 targets as per approved plan	





8. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

8.1. Programme: Student Centered Financial Aid

R thousand	Audited outcomes				Adjusted appropriation 2014/15			Medium-term expenditure estimate		
	2011/12	2012/13	2013/14	Original Allocation	Adjustment	Revised Allocation	2015/16	2016/17	2017/18	
1.1 Student Centered Financial Aid – Operations	38,620	23,397	35,460	43,270	923	43,270	115,220	129,796	137,642	
1.2 Student Centered Financial Aid - Loans and Bursaries	5,362,097	7,326,998	7,835,681	8,375,767	-	8,375,767	8,776,274	9,235,912	9,697,708	
Subtotal	5,400,717	7,350,395	7,871,141	8,419,037	923	8,419,960	8,891,494	9,365,708	9,835,350	
Direct charges against the National Revenue Fund	-	-	-	-	-	-	-	-	-	
Total	5,400,717	7,350,395	7,871,141	8,419,037	923	8,419,960	8,891,494	9,365,708	9,835,350	
Change to 2013 budget estimate										
Economic Classification										
Current payments										
Compensation of employees	17,546	15,183	25,746	33,013	-	33,013	55,418	70,383	72,759	
Goods and Services	9,241	8,214	9,214	10,257	923	11,180	49,957	54,526	59,681	
Of which:										
Communications	2,721	2,371	4,585	4,309	923	5,232	8,270	10,535	13,340	
Consultants, Contractors and Special services	600	192	503	884	-	884	15,698	14,545	15,473	
Outside Services, Maintenance	696	635	990	1,117	-	1,117	11,205	12,208	12,562	
Staff education, training and development	108	214	1,327	1,166	-	1,166	2,079	2,735	2,882	
Postage, stationary and computer services	5,116	4,802	990	2,047	-	2,047	9,977	11,489	12,238	
Official functions	-	-	819	734	-	734	2,729	3,013	3,186	
Software, network infrastructure and implementation	-	-	500	-	-	-	-	-	-	
Policies, Procedures and Training	-	-	-	-	-	-	-	-	-	
Organisational Turnaround Strategy 2011	11,833	-	-	-	-	-	-	-	-	
Financial transactions in assets and liabilities										
Transfers and subsidies to										
Households	3,622,986	4,926,442	6,572,936	6,911,887	-	6,911,887	7,238,937	7,604,728	7,760,169	
Payments for capital assets										
Furniture and office equipment	-	-	-	-	-	-	360	282	296	
Software and other intangible assets	-	-	-	-	-	-	4,264	806	884	
Computer equipment	-	-	-	-	-	-	5,221	3,799	4,022	
Total	3,661,606	4,949,839	6,608,396	6,955,157	923	6,956,080	7,354,157	7,734,524	7,897,811	
Accounting surplus/(Deficit)	1,739,111	2,400,556	1,262,745	1,463,880	-	1,463,880	1,537,337	1,631,184	1,937,539	

8.2. Programme: Administration

Programme	Audited outcomes					Adjusted appropriation 2014/15				Medium-term expenditure estimate			
	2011/12	2012/13	2013/14	Original Allocation	Adjustment	Revised Allocation	2015/16	2016/17	2017/18				
R thousand													
2. Administration	38,763	89,022	151,379	102,374	7,483	109,857	65,658	77,322	80,332				
Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	-
Direct charges against the National Revenue Fund													
Total	38,763	89,022	151,379	102,374	7,483	109,857	65,658	77,322	80,332				
Change to 2014 budget estimate						7,483							
Economic Classification													
Current payments													
Compensation of employees	11,017	23,734	40,247	51,607		51,607	36,945	46,922	48,506				
Goods and Services	19,909	31,517	32,952	41,823		41,823	24,588	28,355	29,655				
Of which:													
Communications	-	-	-	-		-	-	-	-				
Consultants, Contractors and Special services	10,851	19,674	10,495	9,564		9,564	7,155	8,882	9,513				
Outside Services, Maintenance	5,932	7,266	12,799	20,951		20,951	10,727	11,671	11,914				
Staff education, training and development	177	350	2,165	1,902		1,902	1,386	1,824	1,921				
Postage, stationery and computerservices	1,279	1,200	5,752	7,847		7,847	3,502	3,970	4,184				
Official Functions	1,670	3,027	1,741	1,559		1,559	1,819	2,009	2,124				
Transformation Programme 2014													
Design of student centered model	-	2,865	1,492										
Software, network infrastructure and implementation of new programmes/products	-	12,209	71,034	1,809	7,483	9,292	-	-	-				
Policies, Procedures and Training	-	15,325	274										
Financial transactions in assets and liabilities	-	-	-										
Transfers and subsidies	-	-	-										
Payments for capital assets	-	-	-										
Buildings: non-residential	-	-	-										
Furniture and office equipment	169	1,548	274	2,136		2,136	140	118	124				
Software and other intangible assets	1,031	794	3,208	3,086		3,086	1,656	337	369				
Computer equipment	831	1,030	1,648	1,913		1,913	2,029	1,590	1,678				
Vehicles	-	-	250				300	-	-				
Total	32,957	89,022	151,379	102,374	7,483	109,857	65,658	77,322	80,332				
Accounting surplus/(deficit)	5,806	-	-	-	-	-	-	-	-				





ANNEXURE A: INDICATOR DESCRIPTIONS

Note: All indicators are non-cumulative

Strategic objective	No	Indicator	Definition	Calculation/ Data collection	Supporting documentation	Indicator responsibility
Improve the disbursement of funds and allowances to students	1.1	Increase in percentage of students in the student-centred model paid tuition and residence fees on the due date	To ensure that students at universities and colleges in the new student centred model receive tuition and residence fees on or before a predetermined date. The due date is the agreed payment date between NSFAS and the institutions in the student centred model.	Percentage = Number of students whose fees for tuition and residences are paid on due date in the student-centred model divided by total number of students in the student-centred model x 100.	<ul style="list-style-type: none"> Total number of students who have signed loan/bursary agreement at institutions in new student centred model Proof of payment against those students for tuition and residence Bank statements showing proof of payment. Note: Different due dates can apply for different students	COO
	1.2	Increase in percentage of students in the student-centred model paid allowances on the due date	A NSFAS student is a registered student who has signed a loan agreement for funding for the academic year under review. The due date is the date in which all the pre-conditions have been met by the student to receive an allowance.	Percentage = Number of paid students on due date in the student-centred model divided by total number of students date in the student-centred model x 100	<ul style="list-style-type: none"> EO Memo communicating the date(s) of payment to students. Bank statements showing proof of payment. Final report, indicating payment due dates Note: Different due dates can apply to different institutions	COO
	1.3	Percentage of claims paid to institutions outside of the student-centred model on the due date	All institutions who have submitted their claims before the due date for submissions must be paid the payment of claims. The due date is the agreed payment date between NSFAS and the institutions outside of the student centred model.	Percentage claims = Paid claims by the 31 December divided by total number of claims x 100 for institutions outside of the student-centred model	<ul style="list-style-type: none"> EO Memo communicating the date(s) of payment of claims to institutions Claims received and paid register showing dates of receipt of claims and payment of claims Bank statements for payments 	COO
	1.4	Upfront payment made to institutions outside of the student centred model on the due date	To ensure that institutions are paid an upfront payment of 30 percent of their allocation each year by 31 March.	Percentage allocation = Total allocation per institution x 0.3.	<ul style="list-style-type: none"> Allocation confirmation letters EO Memo communicating the date(s) for upfront payments to applicable 	COO

Strategic objective	No	Indicator	Definition	Calculation/ Data collection	Supporting documentation	Indicator responsibility
Provide policy inputs on student financial aid	2.1	Number of research reports produced	A research report is a document prepared by to establish or confirm facts, reaffirm the results of previous work, solve new or existing problems, support theories, or develop new theories. It can be commissioned or conducted in-house for use internally or by stakeholders. The report may have "actionable" recommendations. It is approved by the EXMA. The research is conducted according to an approved research plan.	Count number of EXMA approved reports emanating of the EXMA approved research plan.	Count number of EXMA approved reports emanating of the EXMA approved research plan.	GM: Corporate Services
	2.2	Number of research projects published	A research report that is made available to stakeholders either on intranet, website or any other medium for disseminating information depending on the target audience. NSFAS EXMA will approve research report for publication each year.	Count number of EXMA approved published research reports	<ul style="list-style-type: none"> EXMA approved research plan Minutes of EXMA approval to publish research report Date and mode of publication 	
	2.3	Number of policy briefs produced	A policy brief is a concise summary of a particular issue, the policy options to deal with it, and some recommendations on the best option. It is aimed at government policymakers and others who are interested in formulating or influencing policy. The policy brief will be submitted to the DHET or any other stakeholder.	Count number of policy briefs	<ul style="list-style-type: none"> Approved research plan Policy brief Submission letter and date 	EO
Improve key stakeholder relations and communication	3	Increase in percentage of satisfied stakeholders	The percentage of stakeholders that give NSFAS a positive rating or appraisal on quality of service. Strategic Plan section 6.2 contains a list of key stakeholders for NSFAS. First a baseline will be determined and then interventions are put in place to improve satisfaction levels. Not all of the stakeholders will be measured in one year. NSFAS EXMA will give guidance on which stakeholders will be measured each year using various tools for measuring stakeholder satisfaction e.g. survey/feedback or evaluation forms etc	<ul style="list-style-type: none"> Count number of EXMA approved interventions Document stakeholder satisfaction result (percentage) from research report 	<ul style="list-style-type: none"> EXMA approved research plan – defines parameters e.g. stakeholders, service level to be measured etc. EXMA minutes for approval of research plan, measurement tool, interventions and final research report. Stakeholder satisfaction Research report 	COO





Strategic objective	No	Indicator	Definition	Calculation/ Data collection	Supporting documentation	Indicator responsibility
Improve loan collections	4	Increase in loan collections	To progressively improve the manner in which we collect on the loans provided. The amount then serves as an indicator for improved loan collections. This will be measured in monetary value (Rands) collected from debtors, less credit balances returned from institutions.	Count amount collected (Rands) from debtors	<ul style="list-style-type: none"> Bank statements (debtor payments) 	CFO
	5.1	Increase in number of new funders secured	A new funder is a funder who didn't contribute financial aid through NSFAS in the year immediately before the year being measured.	Count of new funders	<ul style="list-style-type: none"> MOU signed in current financial year 	EO
Increase funding raised	5.2	Increase in funding raised from current funders	A percentage increase in the total rand value (collective) raised from existing funders measured on signing of agreements. This excludes the new funders described above in 5.2 for each year under review.	Percentage increase = Actual collected for the previous year +10%	<ul style="list-style-type: none"> Signed MOU Bank statements 	EO
	6	Increase in percentage of students migrated to new student-centred model	An increase in the percentage of NSFAS funded students who are on the student-centred model. The number of students is used as a proxy for measuring the roll out progress.	Percentage students migrated = Number of students on student centred model divided by total number of NSFAS students x 100	<ul style="list-style-type: none"> Board minutes for approval to increase number of students Board approved roll out plan Board Transformation programme report List of institutions and number of students in the new student-centred model 	COO
Improve governance	7	AGSA audit opinion	The audit opinion is issued by the Auditor-General.	Document audit opinion from AGSA audit report	<ul style="list-style-type: none"> ARC approved audit improvement Plan AGSA audit report 	CFO

Strategic objective	No	Indicator	Definition	Calculation/ Data collection	Supporting documentation	Indicator responsibility
Strive for a high performance culture and improved working environment	8.1	Increase in percentage of productive employees	The percentage of employees who are achieving performance ratings of 3 and above.	<ul style="list-style-type: none"> Percentage of employees who are achieving performance ratings of 3 and above 	<ul style="list-style-type: none"> Prior Year performance baseline Performance management training registers Signed performance agreements Signed midyear and final performance review records Productivity report 	GM: Corporate Services
	8.2	Increase in percentage of engaged employees	Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being. An approved professional independent tool will be used to measure employee engagement.	<ul style="list-style-type: none"> Count number of EXMA approved interventions Document employee engagement result (percentage) from research report 	<ul style="list-style-type: none"> Engagement plan/strategy approval by EXMA Survey approval by EXMA EXMA minutes for approval Survey report HR & REMCO or Board minutes 	GM: Corporate Services
Ensure information technology (IT) and organisational strategic alignment	9	Status level for CGICTAS achieved	The status level for CGICTAS is issued by the Auditor-General	Document audit opinion from AGSA audit report	<ul style="list-style-type: none"> IT committee Approved IT Strategic Plan AGSA audit report 	CIO



ANNEXURE B: ABBREVIATIONS

AGSA	Auditor-General South Africa
CFO	Chief Financial Officer
CIO	Chief Information Officer
COO	Chief Operations Officer
CGICTAS	Corporate Governance of Information and Communication Technology Assessment Standards
DBE	Department of Basic Education
DHET	Department of Higher Education and Training
EO	Executive Officer
EXMA	Executive Management
GM	General Manager
NDP	National Development Plan
NSDS	National Skills Development Strategy
NSF	National Skills Fund
NSFAS	National Student Financial Aid Scheme
PCHET	Portfolio Committee on Higher Education and Training
PPPFA	Preferential Procurement Policy Framework Act
SARS	South African Revenue Service
SETA	Sector Education and Training Authority
SMART	Specific, Measurable, Achievable, Realistic and Timebound
TVET	Technical and Vocational Education and Training