ANNUAL PERFORMANCE PLAN 2021/22

FEBRUARY 2021

Contents

Acronyms

4IR:	4th Industrial Revolution
APP:	Annual Performance Plan
CAT:	Credit Accumulation and Transfer
CHE:	Council on Higher Education
DHET:	Department of Higher Education
DPME:	Department of Planning, Monitoring and Evaluation
EMC:	Extended Management Committee of the CHE
ENE:	Estimates of National Expenditure
EQA:	External Quality Assurance
HDIs:	Historically Disadvantaged Institutions
HE:	Higher Education
HEIs:	Higher Education Institutions
HEMIS:	Higher Education Management Information System
HEQC:	Higher Educational Quality Committee
HEQCIS:	Higher Education Quality Committee Information System
HEQSF:	Higher Education Qualifications Sub-framework
HWIs:	Historically White Institutions
ICTs:	Information and Communication Technologies
IoHE:	Internationalisation of Higher Education
IQA:	Internal Quality Assurance
MANCO:	Management Committee of the CHE
MRAC:	Monitoring, Research and Advice Committee
MTEF:	Medium Term Expenditure Framework
NDP:	National Development Plan
NLRD:	National Learners' Records Database
NPPSET:	National Plan for Post-School Education and Training
NQF:	National Qualifications Framework
NQF Act:	National Qualifications Framework Act (Act No. 67 of 2008, as amended)
PFMA:	Public Finance Management Act (Act No. 1 of 1999)
QA:	Quality Assurance
QAF:	Quality Assurance Framework
QC:	Quality Council
RMA:	Research, Monitoring and Advice Programme

Accounting Authority Statement

In conceptualising the strategic plan for 2020 to 2025, the Council on Higher Education (CHE) has been mindful that it fulfils its functions within a legislated mandate, and within the ambit of national planning, aspirations and goals expressed through the National Development Plan, and at the sectoral level through the Draft National Plan for Post School Education and Training (NPPSET). In this light, the CHE planning exercise has been undertaken to align its policy and planning priorities with those at a national and sectoral level, while remaining true to its legislated mandates. At the time of conceptualising the Strategic Plan, there was no indication that we will be confronted by the unprecedented challenges brought about by the COVID-19 pandemic that would force us to have a somewhat different outlook into the future of higher education and mode of operation within the CHE.

Two key documents have guided the planning of the CHE. The first is the *Revised Framework for Strategic Plans and Annual Performance Plans* issued by the Department of Planning, Monitoring and Evaluation (DPME). The second is titled *Guidelines for the Implementation of the Revised Framework for Strategic and Annual Performance Plans*, also issued by the DPME. Each has been carefully reviewed to ascertain the prescripts and imperatives for action identified for the planning period, coupled with the CHE's own analyses and priorities flowing from its work as a regulatory agency with sectoral responsibilities. The nature of the CHE mandate has implications and impact of a transnational dimension insofar as the accreditation of qualifications and other international interactions are concerned.

From the perspective of the CHE, with the change in administration following the national elections, it was anticipated that the new administration would signal its own priorities for action. These are expressed in national planning goals generally to reduce unemployment, poverty and inequality. The current scenario presented by the pandemic has worsened the situation of the triple challenges.

At a sectoral level, the national planning goals will find expression in the diversity of programmes on offer, in their relevance and responsiveness to changing societal needs, and in their quality. Associated with these is the sectoral concern with the quality of teaching, learning, research and support in the PSET sector, and the necessity to produce skills and competencies that are resonant with societal and business needs and the development of individual citizens' full human, creative and productive potential. An abiding concern in the sector has been to improve throughput and the academic success of students. This speaks to one of the CHE's primary concerns because an improvement of the throughput has a positive spin-off for the efficiency of the higher education sector. It is also the aim of the CHE to ensure that the required capacities and skills related to quality assurance and improvement, curriculum reform, and staff and student development, and leveraging the potential and opportunities presented by the 4th Industrial Revolution in a transforming higher education system. It is evident that the aspirations expressed in the Strategic Plan will be impacted by a myriad of unknown factors at this stage. Uncertainties about the academic calendars of universities

going forward, enrolment plan commitments by institutions, unplanned costs remote emergency teaching, the attraction of international students and staff, are but a few of the uncertainties that the sector should grapple with.

The PSET plan, which sets out the policy goals for the sector for the next ten years, seeks amongst others to streamline regulation. This has implications for the CHE in contributing to increased efficiency, the reduction of complexity, removal of duplication and a refined regulatory system overall. A concern in the regulatory regime is how to improve articulation between institutions and to remove barriers thereto. This will receive attention early in the MTSF period.

Expanding access remains a major national and sectoral policy objective, with implications for the CHE in its quality assurance function. It is clearly apparent that with vastly diverse student demographics, as well as diverging needs for competencies and skills in our society, the spectrum of learning opportunities needs to be increased and the learning needs of students adequately catered for. Equally, it is important to follow students to their destinations into the workplace to determine whether they are being equipped with the 21st century skills and competencies required not only for employment, but also for the rapidly changing world of work, large scale redundancies in formerly secure areas of work, and new and emerging opportunities for entrepreneurship to ameliorate the unemployment scourge.

A further policy objective in the NPPSET is to build stronger partnerships between universities and industry, which are anticipated to have positive effects on curricula, particularly for universities of technology, more prolific research and innovation that will be of benefit to the economy, and commercially viable research and innovation. For students, such closer collaboration will have benefits in expanded and diversified workplace-based learning opportunities – essential for a complete learning experience for students in technological and vocational institutions.

It is anticipated that the net effect of the strategic focus of the NPPSET, refracted through the CHE's own strategic plan, will be to have a better-quality higher education and training system, with quality improvements to be realised in the following areas:

- Improved multimodal teaching and learning [through making these a planning, mission and reporting priority, strengthening African languages, and teaching capacity]
- Improved research [more effective models of master's and doctoral studies and supervision]
- Better institutional governance [Council appointment criteria and codes of good practice, including the management and governance of private higher education institutions]
- More and better qualified staff in all disciplines, and especially the STEM disciplines and innovation [to align and embrace digital transformation]
- Increasing throughput of the system

- Graduate attributes and capabilities leading to the success and employability of our graduates, equipped to be in the vanguard of the 4th IR
- Strengthening quality assurance mechanisms through an overhaul of the QA system, and the implementation of institutional audits/reviews
- Research and development which provides the intellectual and scholarly bases for many of the PSET objectives, which can inform the work of the CHE, its advice function, and leading of contemporary discourses in higher education and training

The detailed plan that follows expands on how the mandates, policies and strategies of the CHE respond to national and sectoral development and planning imperatives. It also illuminates how it has determined its priorities and focus areas, through a careful analysis of the environment before proceeding to elaborate on the objectives, outcomes and impact that will be pursued over the planning period.

The Council on Higher Education has deliberated exhaustively on the repositioning of the organisation to fully realise its mandate as specified in the Higher Education and NQF Acts; its responsiveness to rapidly changing sectoral needs; and more broadly to contribute to both the National Development Plan (2030) and the Sustainable Development Goals (2030) in partnership with our universities, sectoral bodies and regulatory agencies. Given the immediate disruption of the system, the NDP Goals appear unrealistic to achieve unless there is rapid economic growth in this country. The strategic plan aspires to contribute to changing the lives of people through good education, mobility and employability of graduates, better run/governed universities, and through undertaking impactful research.

The plan as detailed in the following pages is endorsed, and commitment is hereby made to ensuring its implementation.

Prof N. Themba Mosia
Chairperson Council, the Accounting Authority

Statement of the Accounting Officer

The Annual Performance Plan (APP) of the Council on Higher Education (CHE) for the 2021/22 is presented herein. 2021/22 is the second year of implementation of the Strategic Plan 2020 – 2025, to which the 2021/22 APP is fully aligned. This is also the second APP that was crafted following the prescripts of the Department of Planning, Monitoring and Evaluation (DPME) as presented in the Revised Framework for Strategic Plans and Annual Performance Plans (2019) and the guidelines provided in Guidelines for the Implementation of the Revised Framework for Strategic and Annual Performance Plans (2019) also produced by the DPME.

This APP outlines the activities that the organisation will undertake during the 2021/22 financial year in continued pursuit of the five strategic outcomes articulated in the Strategic Plan. The outputs expected from the activities are identified, and the performance targets that the organisation has set itself to meet, are also presented. Furthermore, the APP includes details of the financial resources required for the organisation to effectively deliver the planned activities and outputs. Considerations for human capacity requirements are also presented.

The COVID-19 Pandemic and the subsequent lockdown periods continue to have an enormous, mostly disruptive impact on all of our lives and work. Like most organisations, the CHE responded by adopting remote working as a strategy, and in this way was able to continue working towards meeting the targets it set for itself in the 2020/21 financial year. This modality of working will continue for the start of 2021/22 financial year, transitioning into a blended modality as the restrictions imposed by the Pandemic allows.

The APP highlights the work that will be taken forward in the three core, separate but also inter-related programme mandates of the CHE: (i) Management of the Higher Education Qualifications Sub-Framework (HEQSF); (ii) Quality Assurance and (iii) Research, Monitoring and Advice.

A component has been included in the organisational structure of the CHE that will support the Management of the HEQSF function, to be headed by a director. The review of the HEQSF is underway and will continue to be a focus in 2021/22. The management of the Higher Education Qualification Committee Information System (HEQCIS) will formally be taken up by the CHE from 1 April 2021.

There have been significant developments in the quality assurance function of the CHE.

The development of the new Quality Assurance Framework (QAF) was a key achievement in 2020/21. The QAF was approved by Council on 16 September 2020 and it marks the next step in, and the main strategic driver for the further evolution of the higher education quality assurance landscape in South Africa. The QAF will create better alignment and integration in the execution of the CHE's external quality assurance (EQA) functions and will enable a differentiated approach to quality assurance based on demonstrated internal quality assurance (IQA) capacity at institutions. In the next three years, the focus will be on creating an enabling and supportive environment for the effective

implementation of the QAF. This will include systematic, structured capacity development initiatives at the CHE and the institutions, and the development of the IT infrastructure to support the new QAF.

The role of the CHE in the promotion and use thresholds standards for qualifications to ensure relevance, comparability, and currency of qualifications continues to gain traction. There has been an increase the demand for the development of qualifications standards across deferent fields of study in 2020/21. It envisaged that this momentum will be sustained in the 2021/22 financial year. The Doctoral Review process continued in 2020/21 and it will be concluded in 2021/22. It is anticipated that the 'National Report on the State of Doctoral Provision in South Africa' will provide valuable insights into the quality of doctoral programmes in South Africa.

Following the decision by Council that Institutional Audits should be re-introduced, significant work was undertaken in 2020/21 in preparation for a round of audits planned to start in 2021/22. The Institutional Audits Framework and the Institutional Audits Manual have been revised and alignment to important aspects to the QAF has started. Introductory workshops are also being held with institutions in preparation for the institutional audits.

Significant improvements have been made to the Programme Accreditation process which will enable a more rapid turn-around time for processing accreditation and re-accreditation applications. The backlog that was created as institutions sought to meet the 2019 deadline for programme and qualification alignment with the Higher Education Qualifications Sub-Framework has been addressed. A further innovation planned to be introduced in 2021/22 will be the introduction of a one-stop online application process that will satisfy the information input requirements for the Programme Qualifications Mix (PQM) process of the Department of Higher Education and Training (DHET), the accreditation process of the CHE and the registration process of the South African Qualifications Authority (SAQA).

It is expected that the revitalisation of the Research, Monitoring and Advice function will gather pace in 2021/22, especially following the appointment of a Director to lead this area of work. In particular, the organisation's status as a national thinktank and thought leader on higher education matters, and its ability to generate timeous and topical advice to the Minister, by request, and proactively, will be strengthened and will contribute to repositioning the CHE as a reputable knowledge hub for higher education.

The plan is in place, and its effective and full implementation relies on a unified CHE staff working together to ensure its full implementation. I am confident that all will play their part in service of the organisation and the sector.

Dr Whitfield Green
Chief Executive Officer and Accounting Officer

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the CHE under the guidance of the Council of the CHE as the accounting authority
- Takes into account all the relevant policies, legislation and other mandates for which the CHE is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the CHE will endeavour to achieve over the period of the years covered by the plan.

Prof Kethamonie Naidoo: _____

Director: Programme Accreditation

Dr Britta Zawada: _____

Director: Institutional Audits

Ms Olivia Mokgatle: _____

Director: National Standards and Reviews

Ms Vuyo Matsam: _____

Director: Corporate Services

Mr Thulaganyo Mothusi: _____

Chief Financial Officer

Dr Amani Saidi: _____

Director: Monitoring, Research and Advice

Dr Whitfield Green: _____

CEO (Accounting Officer)

Approved by **Prof N. Themba Mosia:** _____

Chairperson (Accounting Authority)

PART A: Our Mandate

1. Constitutional mandate

The Council on Higher Education (CHE) is subject to the Constitution as the supreme law of the land. In particular, the CHE is informed by the founding provisions of the Constitution, which assert, amongst others, the values of 'human dignity, the achievement of equality and the advancement of human rights and freedoms [and] non-racialism and non-sexism'. The CHE is also guided by the Bill of Rights, and particularly section 29 on education. These provisions in the Constitution provide important guidance to the CHE in discharging its legislated regulatory mandates and functions.

2. Legislative and policy mandates

The CHE is an independent statutory body established in May 1998 as provided for by Section 4 of the Higher Education Act (Act No. 101 of 1997, as amended), and it also functions as the Quality Council for Higher Education in terms of the National Qualifications Framework Act (Act No 67 of 2008, as amended). It is a Schedule 3A national public entity in terms of the Public Finance Management Act (Act No. 1 of 1999).

The Higher Education Act (Act No.101 of 1997, as amended), mandates the CHE to:

- advise the Minister responsible for higher education and training on any aspect of higher education at the request of the Minister or on its own initiative;
- arrange and co-ordinate conferences;
- promote quality assurance in higher education, audit the quality assurance mechanisms of higher education institutions, and accredit programmes of higher education;
- publish information regarding developments in higher education, including reports on the state of higher education, on a regular basis; and
- promote the access of students to higher education institutions.

In terms of the National Qualifications Framework Act, the CHE as the Quality Council (QC) for higher mandated to:

- comply with any policy determined by the Minister in terms of section 8(2)(b);
- consider the Minister's guidelines contemplated in section 8(2)(c);
- collaborate with the SAQA and other QCs in terms of the system contemplated in section 13(1)(f)(i);
- develop and manage its Higher Education Qualifications Sub-framework (HEQSF), and make recommendations thereon to the Minister;
- advise the Minister on matters relating to its sub-framework;

- consider and agree to level descriptors contemplated in section 13(1) (g) (i), and ensure that they remain current and appropriate;
- develop and implement a suite of policies and criteria, to facilitate the implementation of the HEQSF and the NQF, and protect their integrity;
- develop and implement policy for quality assurance, and ensure the integrity and credibility of quality assurance;
- maintain a database of learner achievements and related matters for the purposes of this Act, and submit such data in a format determined in consultation with the SAQA for recording on the national learners' records database contemplated in section 13(1)(l);
- conduct or commission and publish research on issues of importance to the development and implementation of the sub-framework; and
- inform the public about the HEQSF and NQF.

The mandate of the CHE has also been enriched and/or elaborated on by government policy positions articulated in, among others, the following policy documents:

- Draft National Plan for the Post School Education and Training (NPPSET), 2019;
- Articulation Policy for the Post-School Education and Training System in South Africa, 2017;
- White Paper for Post-School Education and Training, 2013;
- National Development Plan, 2012;
- National Plan for Higher Education, 2001; and,
- Education White Paper 3: A Programme for the Transformation of Higher Education, 1997.

3. Institutional Policies and Strategies over the five-year planning period

The CHE has conceptualised a new Quality Assurance Framework (QAF) that has been approved by Council on 16 September 2020. The new QAF will become a strategic document guiding the CHE and the entire higher education system on internal and external quality assurance practices and processes. The main intention of this initiative is to revitalise and reinvigorate the quality assurance functions of the CHE with a focus on simplification, integration, streamlining and alignment of the functions of institutional audit, standards and reviews, accreditation, and quality promotion. The associated frameworks, methods and instruments for implementing the QAF will be prioritised for development and implementation during the planning period.

During the planning period, the CHE will also respond to the NPPSET objective to review and simplify the HEQSF so that its implementation proceeds apace, the framework is fully embedded, and issues identified in implementation to date are addressed.

The CHE is also planning to strengthen its advice function. As per the directives in the NPPSET and priorities of the Plan flowing from engagement and consultation, the CHE plans to develop a steady stream of research-based advice that can inform the direction that government should

take on key policy areas pertaining to higher education, resonant with the commitments in the NPPSET, beginning with those that are specifically identified as matters for advice. These include the restructuring of the current higher education system; policy guidelines and reporting requirements for community engagement; enhanced and strengthened extended curriculum policy; and Higher Education Language Policy, to name a few.

4. Relevant Court Rulings

Over the last couple of years, the Higher Education Quality Committee (HEQC) of the CHE has taken decisions to withdraw the accreditation of programmes of poor quality from some private higher education institutions (PHEIs). However, since such decisions pose a serious threat to private higher education business enterprises, the affected PHEIs have demonstrated that they are prepared to vigorously contest the decisions in court. In recent years, there have been several court challenges against the decisions of the HEQC of the CHE. While some of the court judgements have ruled on minor remediation necessary by the CHE, tellingly, none has diluted the authority of the CHE, nor overturned the decisions of the HEQC.

Part B: Our Strategic Focus

5. Vision

Innovative, quality higher education responsive to the needs of society.

6. Mission

The CHE is the independent, statutory, quality assurance and advisory body for South African higher education, which transforms lives in pursuit of an equitable, prosperous and innovative society. In fulfilment of its role, the CHE:

- Leads and manages external quality assurance
- Regulates qualifications through the HEQSF
- Is an intellectual hub for higher education research, monitoring, policy, and critical discourse
- Advises the Minister on all higher education matters

7. Values

In pursuit of its vision and mission the CHE is committed to and guided by the following values:

- Innovation
- Integrity
- Equity
- Respect
- Accountability

8. Situational Analysis

8.1 External Environment Analysis

The COVID-19 crisis erupted worldwide in the first quarter of 2020, with far-reaching consequences for the PSET sector, the economy, and the future. At the time of review of the strategic plan (July 2020) the total costs, impact and residual effects of the pandemic were yet to be calculated. It is however understood that there will be no return to the normality we knew prior to the crisis. This applies to the sector, the economy and to the CHE itself.

The forces of change which will influence and impact upon the work of the CHE include the following:

a. Inequality persists in the system - between institutions; between former Historically Disadvantaged institutions (HDIs) and Historically White Institutions (HWIs); between urban and rural institutions, and within institutions- mirroring inequality in the wider society. There is ongoing pressure for meaningful transformation in the higher education sector, including just

treatment of workers, changing the demographics of especially staff, developing indigenous languages as academic languages, and decolonisation of curricula, amongst others;

b.   Rapid developments in Information and Communication Technologies (ICTs), opening new opportunities in higher education but also presenting more challenges of resourcing, capacity, and infrastructure;

c.   The blurring of academic boundaries and national borders in higher education provision;

d.   An explosion in collective sharing and generation of knowledge online, which is in turn posing serious challenges to the traditional roles of universities within society as the primary producers and repositories of validated knowledge;

e.   Radical changes in the world of work, with many forms of employment rapidly becoming redundant as work is automated and other jobs transforming radically as the 4th Industrial Revolution (4IR) gains momentum;

f.   Universities are under pressure to undertake more regular, ongoing curriculum reform to keep their programmes relevant, responsive and agile, and to rethink traditional notions of quality, especially as a consequence of the COVID-19 pandemic, and the changes that the crisis has impelled towards new modalities of teaching, learning, assessment and research;

g.   Internationalisation of higher education (IoHE) through various strategies as higher education institutions respond to globalisation and the need to prepare graduates to be effective global citizens. IoHE is increasingly recognised as one of the most important factors that is influencing higher education policy and practice worldwide;

h.   Increasing demand for higher education (and post-school) opportunities at low or no cost, which is placing pressure on the public purse more generally, and the physical facilities, human resource capacity, and budgets of universities;

i.   Growing pressure on the time of the academic and administrative staff, who are required to complete a wide, and growing array of tasks in order to comply with relevant legislation, regulatory environments, quality assurance and reporting systems (both national and institutional);

j.   The importance of ensuring that universities can accommodate the educational and social needs of the student population, including a large proportion who come from a poor economic background, and many first-generation university students;

k.   Universities are under pressure to generate income from diverse avenues to remain sustainable;

l.   Many entrants to university have received a primary and secondary schooling that has not adequately prepared them to meet the demands and rigours of university studies, with the media of instruction posing an additional constraint on success and throughput;

m. The current regulatory regime is widely considered multi-layered, onerous, time-consuming, lumbering and overly bureaucratic. The critical need is to simplify, streamline and make the regulatory regime more efficient and effective.

n. As most institutions have incorporated remote working and remote learning and teaching following the onset of the COVID-19 pandemic, the entire PSET sector has put enormous resources, effort, and capacity into online and blended modes of teaching, learning, assessment, and research. It will be important to learn from the recent experiences of using a varied range of teaching, learning, assessment and research modalities under crisis conditions, and to take forward the new initiatives that can add value to the system, and increase its resilience to disruption in the future.

In response to many of the external and internal environmental factors and based upon its experience in implementing the quality assurance regimen developed and implemented from more than a decade and a half ago, the CHE initiated a project to develop a new Quality Assurance Framework (QAF). The QAF is a strategic framework that will revitalise how the CHE and institutions exercise their QA mandate. The QAF responds to the imperatives of integrating, streamlining; simplifying; and rendering the QA system more cost-effective, efficient, and impactful..

The QAF reaffirms and strengthens the developmental focus to quality assurance, and will support the development of capacity in at least the following professional categories and ranks:
▪ Quality assurance practitioners at different levels of the system other than at HE institutions;
▪ Quality assurance researchers and evaluators;
▪ Higher education leaders and management; and
▪ Practitioners, and professional and administrative staff specialising in quality assurance at institutional level.

It will also be necessary to develop a critical mass of evaluators, assessors, and panellists who have a strong understanding of the new QAF and so can support its implementation

The CHE furthermore recognises a need to focus on establishing strong partnerships and working relationships with various key players in the higher education system. It is essential that the CHE functions in a collaborative and complementary role with the DHET as it plays a vital role in funding and supporting innovation and technological development in higher education which intersect with the objectives of the CHE. In addition, the CHE recognises the importance of maintaining sound relationships with other stakeholders, including Universities South Africa (USAf), the National Research Foundation (NRF), the South African Qualifications Authority, the other two quality councils, professional bodies, as well as regional and international quality assurance network organisations.

8.2 Internal Environment Analysis

In recent years, there has been a steady increase in applications for accreditation and re-accreditation of programmes submitted by higher education institutions, which has had the effect of overloading the CHE processes as they are currently designed, in a context in which the operating budget of the CHE has been declining. Thus, attention has been focused on significantly streamlining the CHE's programme accreditation process.

Following the resolution of Council to reintroduce institutional audits, a draft framework was developed and taken through the normal process of consultation and approval, as well as implementation to the level of pilots. The institutional audits framework will guide the audits that will be undertaken in the next few years and it will assist to inform the processes for the implementation of the QAF and how quality reviews are implemented as part of the QAF..

It has been generally agreed that national reviews have demonstrated significant success in both raising the profile of key quality assurance issues and leading to binding actions that have a significant positive effect on quality in higher education. Consequently, these will be upscaled as practicable.

During its early years, the CHE used its quality promotion and capacity development programme to secure the support of the sector in the development and roll-out of the quality assurance tools, and in facilitating the development of capacity for internal quality assurance within institutions. However, over time, this function has been downscaled substantially. Institutions have indicated that this is an important function which assists them to develop and maintain internal quality assurance systems, and that it needs to be more strongly implemented. Accordingly, there will be renewed focus on quality promotion and capacity development during the period covered in the Strategic Plan. This will also enable capacity development in support of the implementation of the QAF.

There is a need for organisational renewal as the current organisational design of the CHE predisposes it to function in silos with limited cross-functional synergy. It is essential that all Directorates are brought to work closely and in synergy with one another. Opportunities to share work and cooperate between different Directorates will be fostered and supported, and infused into the culture of the organisation as well as the business model. Furthermore, there is need for:
- Introducing greater agility and flexibility into the structure and functions of the CHE, in order to enable greater responsiveness in the rapidly changing, technology driven environment;
- Improving perceptions about the CHE and its reputation, relevance, and demonstrable impact on quality and development of the system;
- Increasing awareness of the general public of the important role played by the CHE. While higher education institutions (HEIs) are aware of the CHE's work, the public does not always

seem to understand the extent and value of the CHE's role in ensuring quality higher education; and

▪ Streamlining structural, policy and other blockages which reduce agility and innovativeness, and which constrains responsiveness of the system.

9. Strategic Outcomes and Implementation Programmes

Flowing from the analysis of the internal and external environmental factors, the strategic responses and the institutional policies, five strategic outcomes have been identified to be pursued over the period 2020 – 2025. These are as reflected in the Table 1 below.

Table 1: Strategic outcomes for the 2020 – 2025 period

Strategic Outcome 1	**CHE as an effective custodian of the HEQSF (revitalised and fully implemented HEQSF)**
Outcome Statement	To manage the development and implementation of the HEQSF policies, qualification standards and data in order to meet the goals of the NQF, NPPSET and the National Development Plan (NDP).
Strategic Outcome 2	**Comprehensive and coherent quality assurance system for the higher education sector**
Outcome Statement	To develop and implement a new Quality Assurance Framework for effective and efficient internal quality assurance (IQA) and external quality assurance (EQA) for the sector.
Strategic Outcome 3	**A reputable centre of intellectual discourse, knowledge generation and advice on higher education**
Outcome Statement	To revitalise and strengthen the research, monitoring, evaluation and advice capabilities of the CHE.
Strategic Outcome 4	**Governance, compliance and risk management**
Outcome Statement	To set the broad strategic direction, policy and tone for good governance, statutory compliance and risk management of the organisation to support the discharge of the core functions of the CHE.
Strategic Outcome 5	**Sustainable, responsive and dynamic organisation**
Outcome Statement	To design and implement an organisational architecture, business processes, capabilities and infrastructure to realise the strategy of the CHE.

The achievement of these outcomes will be pursued through four Implementation Programmes, each of which will comprise several functions or subprogrammes. The four programmes are:

- **Programme 1**:   Management of the HEQSF and Quality Promotion;

- **Programme 2**:   Quality Assurance;
- **Programme 3**:   Research, Monitoring and Advice; and
- **Programme 4**:   Corporate.

The relationship between the strategic outcomes, Implementation Programmes and functions or subprogrammes is illustrated in **Figure 1** below (refer to page 20):
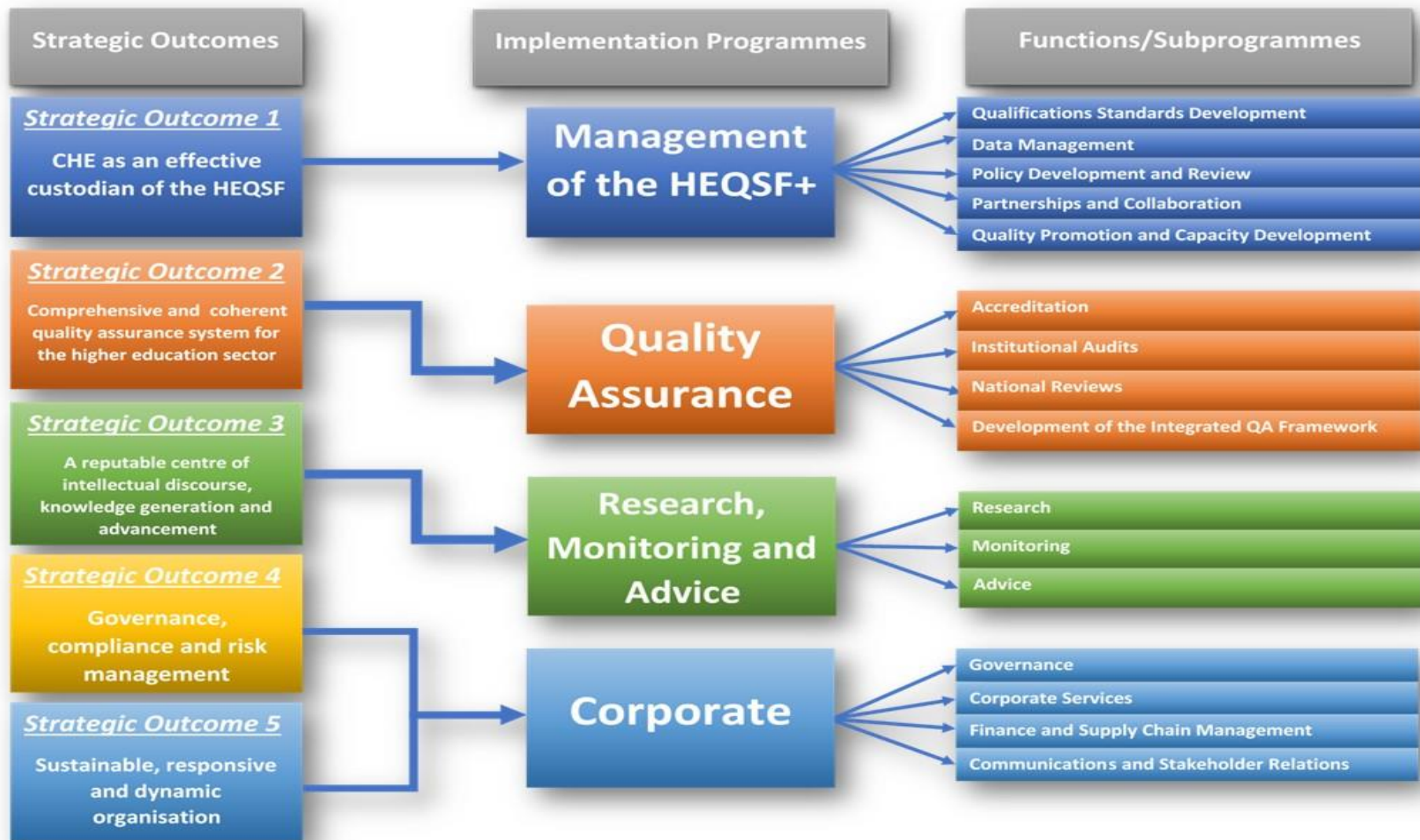
Figure 1: Relationship between the Strategic Outcomes, Implementation Programmes and Functions or Subprogrammes

Part C: Measuring Our Performance

10. Implementation Programme Performance Information

10.1   Programme 1: Management of the HEQSF

The name of Programme 1 is Management of the Higher Education Qualifications Sub-Framework (HEQSF). It comprises the following five subprogrammes:
- Qualification Standards Development;
- Data Management;
- Policy Development and Review;
- Partnerships and Collaboration; and
- Quality Promotion and Capacity Development.

10.1.1 Purpose of the Programme and Subprogrammes

The purpose of the Management of the HEQSF Programme is to manage the development and implementation of HEQSF policies, qualification standards and data in order to meet the goals of the NQF, NPPSET and the National Development Plan (NDP).

The five subprogrammes contribute to the overall purpose of the programme stated above. The Qualifications Standards Development Subprogramme focuses on the development of thresholds standards for qualifications to serve as benchmarks that guide the development, implementation and quality assurance of programmes leading to qualifications on the HEQSF. The development of the qualification standards is undertaken in collaboration with communities of practice, where appropriate.

The Data Management Subprogramme focuses on establishing and maintaining a single comprehensive database for all higher education qualifications, the associated learning programmes, student enrolments and achievement. It also seeks to ensure that there is consistency between information in its database and the corresponding information in the databases of other regulatory bodies such as the South African Qualifications Authority (SAQA), professional bodies and the DHET. It further seeks to ensure the integrity of the data resources and making such easily accessible to all interested parties.

The Policy Development and Review Subprogramme focuses on maintaining the currency of the HEQSF by ensuring that it is reviewed regularly and further developed in response to changes in the NQF or other pertinent developments within the higher education sector. It is similarly responsible for the development and review of policies that seek to facilitate the implementation of the NQF including policies on recognition of prior learning (RPL), credit accumulation and transfer (CAT), assessment, and quality assurance, as required by the NQF Act; and other policies as would be determined from time-to-time by the Minister in line with the provision of section 8(2)(c) of the NQF Act.

The Partnerships and Collaboration Subprogramme focuses on ensuring meaningful contribution to the 'system of collaboration' as envisaged in section 13(1)(f) of the NQF Act through active involvement in joint projects with SAQA, other quality councils, the DHET and professional bodies, on NQF-related matters. It is also responsible for regional and international networking on qualification frameworks, quality assurance and promotion, to facilitate sharing of information, benchmarking, and involvement in bilateral and/or multilateral collaborative initiatives, including in relevant international conventions.

The Quality Promotion and Capacity Development Programme focuses on two related areas. The first one is about developing and institutionalising a culture of quality consciousness and commitment to continuous quality improvement in higher education. This involves disseminating information on quality matters across the sector, raising awareness of and responsiveness to quality issues among all key stakeholders, developing relevant policies and good practice guides, and engaging with and supporting institutions in initiatives for quality improvement. The second one is about developing and implementing initiatives to build and strengthen capacity for high quality provision at institutional, learning programme and individual levels.

10.1.2 Subprogramme activities and outputs

Table 2: Activities and outputs

Subprogramme	Activities	Outputs
Qualifications Standards Development	Develop and/or review thresholds standards for qualifications to ensure relevance, comparability and currency of qualifications	Qualification standards developed or reviewed
	Promote the use of the qualification standards by institutions in the design of curricula of the respective qualifications	Events or projects for promoting use of standards
Data Management	Develop and maintain a comprehensive database of qualifications, learning programmes, student enrolment and achievement for all higher education institutions	A functional database holding records of all higher education institutions
	Undertake verification and validation of data to ensure validity, accuracy and reliability of data	Valid, accurate and reliable data sets
	Maintain HEQCIS database and submit achievement data for private higher education institutions to the NLRD	Submission of data to the NLRD
Policy Development and Review	Review and undertake further development of the HEQSF	Reviewed and/or further developed HEQSF
	Develop or review policies related to the NQF for the higher education sector	Policies developed and/ or reviewed
	Provide support to institutions in the development and implementation of relevant institutional level policies	Support provided to institutions with respect to development and implementation of relevant

		institutional policies
Partnerships and Collaboration	Undertake joint projects with SAQA, other QCs, the DHET and professional bodies	Project reports or other submissions from the joint or collaborative projects
	Take part in national events, initiatives and fora on NQF, quality assurance and promotion	National events and/or fora on NQF, quality assurance and promotion involved in
	Take part in regional or international initiatives on qualification frameworks, quality assurance and promotion	Regional and/or international events and/or forums on qualifications framework, quality assurance and promotion involved in
Quality Promotion and Capacity Development	Organise and convene quality fora and other workshops for public and private higher education institutions, and professional bodies	Quality forums and/or workshops organised
	Compile and produce good practice guides on relevant themes	Good practice guides produced
	Coordinate the capacity development initiatives associated with the new QAF	Capacity development interventions or initiatives coordinated

10.1.3 Performance Indicators and Annual Targets for 2021/22 to 2023/24

Table 3: Performance Indicators and Annual Targets

a) Subprogramme: Qualifications Standards Development

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
CHE as an effective custodian of the HEQSF	Qualification standards developed for specified qualifications, or reviewed	Number of qualification standards fully developed or reviewed in a particular financial year	0	1	1	2	2	3	3
		Number of qualification standards development or review processes initiated in a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	2	3	4	4
	Events or projects for promoting use of standards	Number of events or projects for promoting the use of qualification standards undertaken in a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	1	2	3	5

b) Subprogramme: Data Management

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
CHE as an effective custodian of the HEQSF	A functional database holding records of all higher education institutions	Percentage of higher education institutions that have all required sets of data records in the database in a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	75%	80%	85%	100%
	Valid, accurate and reliable datasets	Percentage of data sets that are verified and validated to be accurate and reliable, from all data sets submitted by institutions, in a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	75%	80%	85%	100%
	Submission of data to the NLRD	Number of data uploads onto the NLRD in a particular financial year	2	2	2	2	2	2	2

c) Subprogramme: Policy and Development Review

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
CHE as an effective custodian of the HEQSF	Reviewed and/or further developed HEQSF	Completion of the following phases in the review and further development process: ▪ **Phase 1**: Review process ▪ **Phase 2**: Further development and update ▪ **Phase 3**: Approvals and Publication of the updated HEQSF	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	Complete Phase 1	Complete Phase 2	Complete Phase 3	Alignment to the revised HEQSF
	Policies developed and/ or reviewed	Number of policies developed or reviewed and approved, in a particular financial year	1	0	1	1 (draft only)	1	1	1
	Support provided to institutions with respect to development and implementation of relevant institutional policies	Number of higher education institutions provided with support with respect to the development and implementation of relevant institutional policies, in a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	1	3	5	8

d) Subprogramme: Partnerships and Collaboration

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
CHE as an effective custodian of the HEQSF	Project reports or other submissions from the joint or collaborative projects with SAQA, other QCs, the DHET and professional bodies	Number of project reports or other submissions from the joint or collaborative projects with SAQA, other QCs, the DHET and professional bodies, in a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	3	5	5	8

	Outputs	Output Indicators	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	National events and/or fora on NQF, quality assurance and promotion involved in	Number of national events and/or forums on NQF, quality assurance and promotion involved in, within a particular year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	3	5	5	8
	Regional or international initiatives on qualification frameworks, quality assurance and promotion	Number of regional and/or international events and/or forums on qualifications framework, quality assurance and promotion involved in, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	1	1	1	2

e) Subprogramme: Quality Promotion and Capacity Development

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
CHE as an effective custodian of the HEQSF	Quality fora and/or workshops organised	Number quality forums and/or workshops organised, in a particular financial year	N/A (Suspended)	N/A (Suspended)	N/A (Suspended)	1	3	3	3
	Good practice guides produced	Number of good practice guides produced, within a particular year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	1 (draft only)	1	1	1
	Capacity development interventions or initiatives coordinated	Number of capacity development interventions or initiatives coordinated, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	2	10	15	20

10.1.4 Performance Indicators and Quarterly Targets for 2021/22

Table 4: Performance Indicators and Quarterly Targets

a) Subprogramme: Qualifications Standards Development

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of qualification standards fully developed or reviewed in a particular financial year	2	0	0	0	2
Number of qualification standards development or review processes initiated in a particular financial year	3	0	0	0	3
Number of events or projects for promoting the use of qualification standards undertaken in a particular financial year	2	0	0	0	2

b) Subprogramme: Data Management

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Percentage of higher education institutions that have all required sets of data records in the database in a particular financial year	80%	80%	80%	80%	80%
Percentage of data sets that are verified and validated to be accurate and reliable, from all data sets submitted by institutions, in a particular financial year	80%	80%	80%	80%	80%
Number of data uploads onto the NLRD in a particular financial year	2	0	1	0	1

c) Subprogramme: Policy and Development Review

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Completion of the following phases in the review and further development process: ▪ **Phase 1**: Review process ▪ **Phase 2**: Further development and update ▪ **Phase 3**: Approvals and Publication of the updated HEQSF	Complete Phase 2	0	0	0	Complete Phase 2
Number of policies developed or reviewed and approved, in a particular financial year	1	0	0	0	1
Number of higher education institutions provided with support with respect to the development and implementation of relevant institutional policies, in a particular financial year	3	0	0	0	3

d) Subprogramme: Partnerships and Collaboration

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of project reports or other submissions from the joint or collaborative projects with SAQA, other QCs, the DHET and professional bodies, in a particular financial year	5	0	1	2	2
Number of national events and/or fora on NQF, quality assurance and promotion involved in, within a particular year	5	0	1	2	2
Number of regional and/or international events and/or for a on qualifications framework, quality assurance and promotion involved in, within a particular financial year	1	0	0	0	1

e) Subprogramme: Quality Promotion and Capacity Development

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number quality for a and/or workshops organised, in a particular financial year	3	0	0	0	3
Number of good practice guides produced, within a particular year	1 (draft only)	0	0	0	1 (draft only)
Number of capacity development interventions or initiatives coordinated, within a particular financial year	10	0	0	5	5

10.1.5 Explanation of planned performance over the medium-term period

The development and review of qualification standards are important processes because they contribute to the successful implementation of the HEQSF as the standards provide benchmarks to guide the development, implementation and quality assurance of learning programmes that lead to qualifications. They help ensure the relevance, comparability and currency of qualifications.

One of the responsibilities that the NQF assigned to the CHE as a Quality Council (QC) for higher education is to maintain a database of learner achievement records, and other sets of data that are necessary for the planning, management, monitoring and evaluation of the higher education system. The subprogramme on Data Management contributes to ensuring that the CHE is in compliance with the Act in this regard.

In terms of the NQF Act, the CHE as a QC for higher education, is required to develop and implement the HEQSF, and ensure that it is continuously further developed and updated. The Act also enjoins QCs to develop a suite of policies to facilitate the implementation, and safeguard the integrity of their sub-frameworks. The development and review of policies is therefore essential to ensure that the CHE fulfils its mandate in this regard.

The NQF Act also requires SAQA and the QCs to work cooperatively, within a framework of an agreed upon 'system of collaboration', to ensure that the objectives of the NQF Act are realised. Engaging with SAQA, the QCs and other NQF bodies in collaborative projects and initiatives is therefore of critical importance to comply with this provision of the Act.

The aim of quality promotion is to facilitate the development of quality awareness and quality responsiveness in both public and private higher education institutions. It supports the institutionalisation of a quality culture and a commitment to continuous improvement in higher education. Its key assumption is that, if quality is to be attained, institutionalised and improved, then ways must be found to make people aware of what quality is or advocated to be, and what practical steps they need to take or what measures they need to implement, in order to achieve it. In promoting good practices, both quality *per se* and quality assurance are promoted. Similarly, the promotion of good practices serves both accountability and improvement purposes in the national quality assurance system.

10.1.6 Programme Resource Considerations

The Management of the HEQSF Programme is new and its resource requirements in terms of human capacity will be determined when the new organisational structure is determined. Its budget for the 2021/22 financial year is presented in the Table below.

a. **Reconciling performance targets with the Budget and MTEF Expenditure estimates**

Programme Name: Management of the HEQSF

Sub-programme	Expenditure outcome			Adjusted appropriation	Medium term expenditure estimates		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Qualifications of Standards Development	3,765	3,775			1,200	1,300	1,757
Data Management			369	2,000	1,300	1,400	1,500
Policy Development and Review	1,522	1,655	1,000	443	1,184	1,024	1,200
Partnership and Collaboration			109	48	600	700	1,000
Quality Promotion and Capacity Development			369	590	500	600	1,000
TOTAL	**5,287**	**5,430**	**1,847**	**3,081**	**4,784**	**5,024**	**6,457**

Economic classification	Expenditure outcome			Adjusted appropriation	Medium term expenditure estimates		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Current payments	**5,287**	**5,430**	**1,847**	**3,081**	**4,784**	**5,024**	**6,457**
Compensation of employees	2,994	3,225			1,340	1,400	1,500
Goods and services	2,293	2,205	1,847	3,081	3,444	3,624	4,957
Of which							
Agency and supported/Outsourced services	1,521	1,655	1,753	3,027	1,692	1,700	1,800
Communication				10			
Computer services							
Consultants					1,072	1,126	2,364
Travel and subsistence	279	550	88		244	257	270
Other	493		6	44	192	541	523
Total Expenditure	**5,287**	**5,430**	**1,847**	**3,081**	**4,784**	**5,024**	**6,457**

Performance and expenditure trends

Personnel

The personnel costs for the years 2016-19 were higher than expenditure on goods and services because funded posts were filled. Furthermore, there is fixed term contract for one person allocated because the current structure does not cater for the any posts under this subprogramme.

Goods and services

The main spending items in terms of goods and services for the prior and out years covers travel request for institutional site visits to offer support with regards to the qualifications standards development, outsourced services for the HEQCIS contract with SAQA, development and implementation of policies, national events (for example, conferences, workshops, colloquia, seminars), keynote speakers for quality fora and/or workshops, attendance of SAQAN Conference in Namibia (SADC region) and Peer Academics to review HEQSF policy and this include catering for those Peer academics and the Reference Group meetings. Drafting and editing the good practice guide and keynote speakers. Printing and publications of the Policy document plus an e-book version. Partnership and collaboration projects with SAQA, QCs, DHET and Professional Bodies.

10.1.7 Key Risks of the Management of the HEQSF Programme

Table 5 below presents the key risks that may impede the successful delivery of the outputs within the Management of the HEQSF Programme, as well as mitigation strategies for the respective risks.

Table 5: Key Risks of the Management of the HEQSF Programme

Outcome	Key Risk	Risk Mitigation
CHE as an effective custodian of the HEQSF	Inconsistencies between some of the provisions of the legislation governing statutory professional councils, and the National Qualifications Framework Act, and the Higher Education Act	Recommend to the DHET to look into amending the Acts to ensure consistency
	Peer academics (communities of practice) not always available to support development of standards not available	Develop and implement strategies for widening pools for peer academics
	Lack of appetite for meaningful collaboration among key NQF role players	Develop and implement a stakeholder engagement

		strategy that clarifies roles, strengths and potential areas of collaboration
	Institutions and other stakeholders fail to respond to consultative processes	Stakeholder consultative platforms to be facilitated throughout the process
	Institutions demonstrate limited or no desire to strengthen IQA systems, processes or capacities	Undertake quality assurance capacity development initiatives for the higher education institutions

10.2 Programme 2: Quality Assurance

The name of Programme 2 is Quality Assurance. It comprises the following four subprogrammes:

- Accreditation;
- Institutional Audits;
- National Reviews; and
- Development of the Integrated Quality Assurance Framework.

10.2.1 Purpose of the Programme and Subprogrammes

The purpose of the Quality Assurance Programme is to contribute towards the fulfilment of the mandate of the CHE as the national authority for quality assurance in higher education. The programme develops and implements processes to inform, assure, promote and monitor quality in higher education institutions (HEIs).

The four subprogrammes contribute to the overall purpose of the programme stated above. The Accreditation Subprogramme focuses on the assessment of the quality of provision of a higher education institution either as a whole (institutional accreditation) or of specific educational programmes (programme accreditation) in order to formally recognise the institution and/or the programmes as having met certain predetermined criteria or standards of quality. The outcome of this process is normally the awarding of a status of recognition, and a 'licence' to operate within a specified time period.

The Institutional Audits Subprogramme focuses on the assessment and review of an institution's capacity for the quality assurance of its academic activities in a manner that meets the institution's specified mission, goals and objectives, and engages appropriately with the legitimate expectations and needs of various internal and external constituencies. Institutional audits are an institutional-level quality assurance mechanism that assesses the internal quality assurance mechanisms within higher education institutions.

The National Reviews Subprogramme focuses on the evaluation of existing learning programmes in specific subject fields, qualification types and qualification levels across all higher education institutions that offer the particular learning programmes. The purpose of National Reviews is to establish if institutions offering particular learning programmes continue to maintain the quality of their offerings years long after they were granted accreditation. The outcome therefore is a determination to confirm or withdraw the accreditation status of the reviewed learning programme in institutions that offer it.

The Development of the Integrated Quality Assurance Framework Subprogramme focuses on the conceptualisation and development of a framework that seeks to harmonise the hitherto separated quality assurance methods and processes linked to the various quality assurance functions of the CHE. It is envisaged that such harmonisation would make it possible for the synergies between the various quality assurance functions to be leveraged. In turn, such leveraging of synergies is expected to facilitate better coordination and engender greater effectiveness and resource efficiency within the organisation. It is further expected to bring about closer alignment between various quality assurance functions of the CHE which will result in greater coherence and integration between the activities and processes of the various quality assurance functions, while eliminating possibilities of inconsistencies in outcomes on quality pronouncements.

10.2.2 Subprogramme activities and outputs

Table 6: Activities and outputs

Subprogramme	Activities	Outputs
Accreditation	Accredit new programmes	Programmes submitted for accreditation and presented to the HEQC for decisions
	Reaccredit existing programmes for private higher education institutions	Programmes submitted for reaccreditation and presented to the HEQC for decisions
	Organise and conduct site visits to verify the capacity of higher education institutions to offer quality programmes	Site visits to higher education institutions
Institutional Audits	Workshop relevant personnel from higher education institutions on the implementation of the new framework for institutional audits	Workshops on the new framework for institutional audits
	Audit the quality assurance mechanisms of higher education institutions	Institutional audits initiated
		Approved reports on completed Institutional Audits

National Reviews	Conduct National Reviews of learning programmes in specific subject fields and qualifications	National Reviews initiated
		Approved reports on completed National Reviews
	Prepare and publish national reports on the state of provision of the reviewed programmes or qualifications	Published national reports on the state of provision of the reviewed programmes or qualifications
Quality Assurance Framework	Develop a QAF Implementation Preparation Plan	An approved QAF Implementation Preparation Plan
	Conduct research on the capacity development needs of HEIs for implementation of the QAF	Approved research report on capacity development needs of HEIs
	Develop a QAF capacity development plan	Approved QAF capacity development plan

10.2.3 Performance Indicators and Annual Targets for 2021/22 to 2023/24

Table 7: Performance Indicators and Annual Targets

a) Subprogramme: Accreditation

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Comprehensive and coherent quality assurance system for the higher education sector	Programmes that have been through the accreditation process and are presented to the HEQC for decisions	Percentage of programme accreditation applications received that go through the accreditation process and are presented to the HEQC within 12 months from the date of appointment of evaluators, in a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	85%	85%	85%	85%
	Programmes submitted for reaccreditation and presented to the HEQC for decisions	Percentage of programme reaccreditation applications received that go through the accreditation process and are presented to the HEQC within 18 months from the date of appointment of evaluators, in a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	85%	85%	85%	85%
	Site visits to higher education institutions	Percentage of site visits undertaken whose reports are presented to the HEQC within 12 months from the date of receipt of reports from the site visit panels, in a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	95%	95%	95%	95%

b) Subprogramme: Institutional Audits

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Comprehensive and coherent quality assurance system for the higher education sector	Workshops on the new framework for Institutional Audits	Number of workshops related to the new framework for Institutional Audits	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	5	10	10	10
	Institutional audits initiated	Number of Institutional Audits initiated, within a particular financial year, depending on the approval of the Framework	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	8	10	10	10
	Approved reports on completed Institutional Audits	Number of reports of completed Institutional Audits finalised and approved, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	N/A (New indicator	N/A (New indicator	8	10

c) Subprogramme: National Reviews

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Comprehensive and coherent quality assurance system for the higher education sector	National Reviews initiated	Number of National Reviews initiated, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	1	1	1	2
	Approved reports on completed National Reviews	Percentage of completed National Reviews that have their reports finalised and approved, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	80%	100%	100%	100%

d) Subprogramme: Quality Assurance Framework

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Comprehensive and coherent quality assurance system for the higher education sector	Develop a QAF Implementation Preparation Plan	An approved QAF Implementation Preparation Plan	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	Approved Plan	N/A	N/A
	Conduct research on the capacity development needs of HEIs for implementation of the QAF	Approved research report on capacity development needs of HEIs	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	Approved report	N/A	N/A
	Develop a QAF capacity development plan	Approved QAF capacity development plan	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	Approved plan	N/A	N/A

10.2.4 Performance Indicators and Quarterly Targets for 2021/22

Table 8: Performance Indicators and Quarterly Targets

a) Subprogramme: Accreditation

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Percentage of programme accreditation applications received that go through the accreditation process and are presented to the HEQC within 12 months from the date of appointment of evaluators, in a particular financial year	85%	85%	85%	85%	85%
Percentage of programme reaccreditation applications received that go through the accreditation process and are presented to the HEQC within 18 months from the date of appointment of evaluators, in a particular financial year	85%	85%	85%	85%	85%
Percentage of site visits undertaken whose reports are presented to the HEQC within 12 months from the date of receipt of reports from the site visit panels, in a particular financial year	95%	95%	95%	95%	95%

b) Subprogramme: Institutional Audits

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of workshops related to the new framework for Institutional Audits	10	0	0	5	5
Number of Institutional Audits initiated, in a particular financial year	10	0	0	5	5

c) Subprogramme: National Reviews

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of National Reviews initiated, within a particular financial year	1	0	0	0	1
Percentage of completed National Reviews that have their reports finalised and approved, within a particular financial year	100%	0	0	0	100%

d) Subprogramme: Quality Assurance Framework

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
An approved QAF Implementation Preparation Plan	Approved plan	Approved plan	0	0	0
Approved research report on capacity development needs of HEIs	Approved report	0	0	Approved report	0
Approved QAF capacity development plan	Approved plan	0	0	0	Approved plan

10.2.5 Explanation of planned performance over the medium-term period

As stated in the Strategic Plan 2020 – 2025, in terms of Accreditation, the plan in the medium term is to significantly streamline the process and improve on turnaround times. The new indicators and targets in the APP have been formulated to give effect to the planned improvement in the performance of the Accreditation function.

The last cycle of Institutional Audits ran up to 2011, and no Institutional Audits have been conducted since then, save for the special institutional audit of the University of Zululand in 2017/18. During the last three years, significant effort has been made towards developing a new framework for Institutional Audits. The latest iterations of the draft framework were employed in pilot institutional audits in 2018 involving three higher education institutions. The framework has undergone further revisions and will eventually be aligned to the QAF. A new round of full-scale institutional audits will commence in 2021/22, after the approval of the framework. It is envisaged that by 2024/25, all public universities will have undergone an institutional quality audit and that private higher education institutions will be audited in line with their re-registration terms at the DHET.

The Strategic Plan 2020 – 2025 states that National Reviews have demonstrated significant success in both raising the profile of key quality assurance issues and leading to binding actions that have a significant positive effect on quality in higher education. Consequently, the plan for the medium term is to increase the number of National Reviews, if the necessary resources are available. This is reflected in the targets for the National Reviews Subprogramme in the APP.

It is also stated in the Strategic Plan 2020 – 2025 that in response to many of the external and internal environmental factors, and based upon its experience in implementing the quality assurance regimen developed and implemented from more than a decade and a half ago, the CHE has initiated a project to develop a new Quality Assurance Framework (QAF). The QAF will revitalise how the CHE exercises its quality mandate and responds to the imperatives of integrating, streamlining, simplifying, and rendering the quality assurance system more cost-effective, efficient, and impactful. The QAF has been developed through a consultative process, and preparations for its full implementation are underway.

10.2.6   Programme Resource Considerations

This is the single largest core business programme in the organisation in terms of financial resource and human capacity requirements. Its 2020/21 reprioritised budget was a total of R37 million of which R18 million was for compensation of employees and R19 million was for goods and services. The introduction of Institutional Audits in 2021/22 will see tremendous increase in the total budget for goods and services for the programme.

During the 2020/21 financial year, the programme had 23 positions on the organisational structure of which 17 had incumbents and 6 were vacant. These vacant positions will have to be filled to ensure that there is sufficient capacity to implement the activities planned for 2021/22 financial year.

a.   Reconciling performance targets with the Budget and MTEF

b.   Expenditure estimates

Programme Name: Quality Assurance

Sub-programme	Expenditure outcome			Adjusted appropriation	Medium term expenditure estimates		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Institutional Audits	5,421	5,160	5,372	5,749	7,834	7,865	8,062
Accreditation	10,346	12,477	17,774	12,450	15,836	15,876	15,921
National Reviews				9,015	8,119	8,331	8,327
Development of the Integrated QA Framework			2,927	2,213			
TOTAL	**15,767**	**17,637**	**20,219**	**29,427**	**31,789**	**32,072**	**32,310**

Economic classification	Expenditure outcome			Adjusted appropriation	Medium term expenditure estimates		
Sub-programme	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Current payments	**15,767**	**17,637**	**20,219**	**29,427**	**31,789**	**32,072**	**32,310**
Compensation of employees	9,401	9,587	11,725	17,352	16,740	14,985	14,911
Goods and services	6,366	8,050	8,494	12,075	15,049	17,087	17,399
Communication	42	44					
Consultants	4,664	3,454	1,052	3,571	3,781	8,115	10,078
Travel and subsistence	1,486	4,552	2,431		395	864	1,453
Other	174		5,011	8,504	10,873	8,108	5,868
Total Expenditure	**15,767**	**17,637**	**20,219**	**29,427**	**31,789**	**32,072**	**32,310**

Performance and expenditure trends

Personnel

The personnel costs for the years 2016-19 were higher than expenditure on goods and services because funded posts were filled and to accommodate salary increases, while the baseline grant budget allocation received from DHET and National Treasury was reduced. There is a reduction for the outer years, 2022-24 due to the instruction from National Treasury to reduce the COE.

Goods and services

The main spending items in terms of goods and services for the prior and out years covers travel request for Accreditation, National Reviews and Institutional Audits Committee members, planned accreditation and institutional audit site visits, capacity building workshops on Quality Assurance, training of Institutional Auditors. Payment to Peer Academics for the following: programme for evaluation, recommendations for programme / site, conditions evaluation, online applications programme evaluation, recommendation site visits, training of Institutional Auditors, Institutional Quality Assurance Building workshops, Payment of Institutional Audits, Accreditation and National Reviews committee members for scheduled meetings and preparatory days. Payment for Peer Academic to assist the finalisation of standards statements. Usage of 3G cards by 3 employees. Cellphone subsidy for the Directors. Payment for report writers and editors for QAF.

10.2.7 Key Risks of the Quality Assurance Programme

Table 9 below presents the key risks that may impede the successful delivery of the outputs within the Quality Assurance Programme, as well as the mitigation strategies for the respective risks.

Table 9: Key Risks of the Quality Assurance Programme

Outcome	Key Risk	Risk Mitigation
Comprehensive and coherent QA system for the HE Sector	Process risk: the processes involved in producing the deliverables for this programme are long winded involving a number of key stakeholder groups. Therefore, there is a risk of delays in addressing the needs of the sector. Internal and external consultations processes and alignment with the QAF will take time.	Prioritising work and ensuring that every project is properly scoped, taking into consideration time, capacity and other resource constraints.
	Risk of having conflicting messages emanating from the CHE, SAQA, and DHET on matters relating to the key functions under this programme.	Use NQF structures to iron out inconsistencies in the positions of all key role players to minimise possibility of sending out conflicting messages to stakeholders.
	Lack of legal authority to enforce key decisions or ensure stakeholder compliance with standards, policies, frameworks and guidelines.	Develop good rapport with stakeholders, including explaining the importance of compliance with: Contractual /Service Level Agreements and Terms of Reference/Code of Conduct and Confidentiality Agreements.

10.3 Programme 3: Research, Monitoring and Advice

The name of Programme 3 is Research, Monitoring and Advice (RMA). It comprises the following three subprogrammes:

- Research;
- Monitoring; and
- Advice.

10.3.1 Purpose of the Programme and Subprogrammes

The purpose of the RMA Programme is to revitalise and strengthen the research, monitoring, evaluation and advice capabilities of the CHE in order to advance the realisation of Outcome 3 in the Strategic Plan 2020 – 2025, namely, to make the CHE a reputable centre of intellectual discourse, knowledge generation and advancement on higher education. Each of the three subprogrammes seeks to contribute to the achievement of this outcome.

Research is a systematic process of collecting, processing, analysing and interpreting data or information in order to discover new facts or verify existing facts for the advancement of knowledge and development of solutions to human and societal problems. Therefore, the purpose of the Research Subprogramme is to advance knowledge on higher education with a view towards building the CHE as a knowledge hub; and to search for solutions to challenges that confront the higher education sector in the country. The dissemination of the results of research will, take place through platforms such as conferences, colloquia and symposia.

Monitoring is a systematic process of collecting, processing, analysing and interpreting data or information on specified variables of a subject matter in order to ascertain patterns and trends of those variables over time. Therefore, the purpose of the Monitoring Subprogramme is to establish patterns and trends of developments within the higher education system; and to assess the performance of the system against targets on national key performance indicators.

Advice is an informed opinion, recommendation or counsel provided to a person or a body to assist the latter to arrive at an appropriate decision on policy position or on any other relevant course of action. Part of the legislative mandate of the CHE is to provide advice to the Minister responsible for higher education on request, or proactively on the CHE's own volition.

10.3.2 Subprogramme activities and outputs

Table 10: Activities and outputs

Subprogramme	Activities	Outputs
Research	Undertake or commission research on selected themes or topics	Research reports
	Provide platforms for fostering critical discourses on contemporary issues	Conferences, colloquia, seminars, symposia
	Disseminate research findings through scholarly publishing	Journal/ book publications
	Synthesise and package research findings into policy briefs	Policy briefs/*Briefly Speaking*
Monitoring	Collate and analyse information on key trends and developments in higher education	Higher Education Monitor or Review

	Assess the performance of the public higher education sector against national targets on key indicators	*VitalStats*
	Develop and update profiles for higher education institutions	Institutional profiles
Advice	Source, analyse and package information into responsive advice	Responsive advice
	Synthesise and package research findings into proactive advice	Proactive advice

10.3.3 Performance Indicators and Annual Targets for 2021/22 to 2023/24

Table 11: Performance Indicators and Annual Targets

a) Subprogramme: Research

Strategic Outcome	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
A reputable centre of intellectual discourse, knowledge generation and advice on higher education	Research reports	Number of research reports produced, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	2	3	3	3
	Conferences, colloquia, seminars, symposia	Number of conferences, colloquia, seminars, or symposia organised, within a particular financial year	0	1	1	2	2	2	2
	Journal/ book publications	Number of journals/journal articles or books/book chapters published, within a particular financial year	1	0	2	2	2	2	2
	Policy briefs/*Briefly Speaking*	Number of policy briefs or *Briefly Speaking* articles produced, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	4	4	4	4

b) Subprogramme: Monitoring

Strategic Outcome	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
A reputable centre of intellectual discourse, knowledge generation and advice on	Higher Education Monitor/ Review	Number of Higher Education Monitors/Reviews produced, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	1	1	1	1
	VitalStats	Number of *VitalStats* produced, within a particular financial year	2	1	1	1	1	1	1

Strategic Outcome	Outputs	Output Indicators	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	3	3	3	3
higher education	Institutional profiles	Number of institutional profiles produced or updated, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	3	3	3	3

c) Subprogramme: Advice

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
A reputable centre of intellectual discourse, knowledge generation and advice on higher education	Responsive advice	Percentage of requests for advice responded to with the submission of advice, within a particular financial year	100%	100%	100%	100%	100%	100%	100%
	Proactive advice	Number of pieces of proactive advice produced and submitted, within a particular financial year	0	2	1	2	2	3	3

10.3.4 Performance Indicators and Quarterly Targets for 2021/22

Table 12: Performance Indicators and Quarterly Targets

a) Subprogramme: Research

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of research reports produced, within a particular financial year	3	0	1	1	1
Number of conferences, colloquia, seminars, or symposia organised, within a particular financial year	2	0	1	0	1
Number of journals/journal articles or books/book chapters published, within a particular financial year	2	0	0	0	2
Number of policy briefs or Briefly Speaking articles produced, within a particular financial year	4	0	1	1	2

b) Subprogramme: Monitoring

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of Higher Education Monitors/Reviews produced, within a particular financial year	1	0	0	0	1
Number of *VitalStats* produced, within a particular financial year	1	0	0	0	1
Number of institutional profiles produced or updated, within a particular financial year	3	1	1	0	1

c) Subprogramme: Advice

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Percentage of requests for advice responded to with the submission of advice, within a particular financial year	100%	100%	100%	100%	100%
Number of pieces of proactive advice produced and submitted, within a particular financial year	2	0	1	0	1

10.3.5 Explanation of planned performance over the medium-term period

The Strategic Plan 2020 – 2025 identified the need to re-establish the CHE as an intellectual and knowledge centre as one of its key priorities in the medium term. The aim therefore is to make the CHE a knowledge organisation guided by research in its activities and processes. The plan, therefore, is to have research and monitoring activities, and the generation of advice, undertaken in an integrated manner, with the participation of other core programmes, where applicable. The Research, Monitoring and Advice Programme will serve as an anchor, coordinator and integrator of research, monitoring and advice initiatives within the organisation.

Research work leading to the research reports will be undertaken using internal capacity, or commissioned out to experts in institutions within the sector. Platforms for intellectual discourses on topical issues will be created to debate and share ideas with national and international intellectuals. This will assist to gradually position the CHE as a knowledge hub, and as a body that sets the agenda of intellectual discourse on higher education matters. Scholarly publications will be produced to make contribution to knowledge generation and advancement, and to present the research of the CHE to a wider audience of intellectuals.

Monitoring activities and outputs will deliver data and information that the sector requires for self-refection, for planning and managing specific aspects of higher education.

Responsive and relevant proactive advice will be provided to inform sound policy positions for the government.

10.3.6 Programme Resource Considerations

The RMA Programme's total reprioritised budget for 2020/21 financial year amounted to R10 million of which R4 million was for the compensation of employees, R5 million was for goods and services, and R1 million was for payment of contractual fees to SAQA for hosting the learner achievement database for private higher education institutions. About two-thirds (67%) of the goods and services budget was reserved for payments to peer academics. This is because there was insufficient internal capacity for the research and monitoring activities requiring the use of external researchers, as well as because the external researchers add value to the research and monitoring activities. This trend is expected to continue into the 2021/22 financial year as the major projects will, in addition to being supported internally, draw on the expertise of external peer academics.

In terms of human resources, the Programme has a structure that has 7 positions of which 4 were vacant for most of the 2020/21 financial year. The Director post has recently been filled. However, for the purpose of ensuring that there is sufficient capacity on the ground to effectively implement the APP, the 3 other vacant positions of Senior Research Manager, Researcher and Data Management Assistant/Administrator will have to be filled.

a. **Reconciling performance targets with the Budget and MTEF**

b. **Expenditure estimates**

Programme Name: Research, Monitoring and Advice

Sub-programme	Expenditure outcome			Adjusted appropriation	Medium term expenditure estimates		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Research	139	3,354	4,000	9,008	9,571	10,875	13,185
Monitoring	4,657	447	861	1,074	1,440	2,252	3,431
Advice				1,747	1,440	2,252	3,431
TOTAL	**4,796**	**3,801**	**4,861**	**11,829**	**12,451**	**15,379**	**20,047**

Economic classification	Expenditure outcome			Adjusted appropriation	Medium term expenditure estimates		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Current payments	**4,796**	**3,801**	**4,861**	**11,829**	**12,451**	**15,379**	**20,047**
Compensation of employees	4,151	3,088	2,139	5,379	3,907	4,831	3,771
Goods and services of which	645	713	2,722	6,450	8,544	10,548	16,276
Agency and support/outsourced services			2,228	0	0	587	1,125
Communication		420		27	45	-	
Consultants		52		5,883	6,177	6,795	8,115
Travel and subsistence	33	35	356	0	193	1,241	1,395
Other	612	206	138	540	2,129	1,925	5,641
Total Expenditure	**4,796**	**3,801**	**4,861**	**11,829**	**12,451**	**15,379**	**20,047**

Performance and expenditure trends

Personnel

The personnel costs for the years 2020/21 were higher than expenditure on goods and services because funded posts were filled except the 3 other vacant positions of Senior Research Manager, Researcher and Data Management Assistant/Administrator. Furthermore, the salaries were increased on an annual basis due to cost-of-living adjustment and performance bonus paid to eligible employees while the baseline grant budget allocation received from DHET and National Treasury was reduced. The situation for the outer years 2021-24 is more or less the same as for the prior years.

Goods and services

Spending on goods and services for the prior years was mostly prejudiced by payment for the SAQA contract. The funds allocation for SAQA contract for the year 2017-2018 onwards has been moved to Programme: Management of HEQSF. Spending is mostly used for travel requests for Peer Academics that will work on the two research reports, speakers who will present in colloquia, conducting regional institutional profiles, attendance of HEQCIS meetings and the editor for HE Review Phase 2. Printing and Publication of *Kagisano*, other commissioned research reports. briefly speaking and *VitalStats*. Payment for Peer Academics to proofread, edit and write preface of Kagisano, developing cohort analysis and articulation studies and other publications. Keynote Speakers for the colloquia and presenters and developing cohort analysis and articulation studies, Proactive advice and Responsive advice. Outside venue and catering for colloquia and other planned activities. Purchase of books for the Resource Centre. Membership fees and Subscriptions for Sabinet, Newspapers and Papyrus.

10.3.7 Key Risks of the Research, Monitoring and Advice Programme

Table 13 below presents the key risks that may impede the successful delivery of the outputs within the RMA Programme, as well as the mitigation strategies for the respective risks.

Table 13: Key Risks of the Research, Monitoring and Advice Programme

Outcome	Key Risk	Risk Mitigation
The CHE	Dependency on peer academics,	Tight structuring and

delivers relevant and responsive monitoring, research and policy advice in an integrated manner that traverses the functional areas of the CHE	who sometimes do not deliver on time, on brief and on budget	management of contracts with peer academics
	Small known pool of competent external experts to draw peer academics from	Grow the pool of external experts including by identifying and including emerging researchers in universities and science councils
	Duplication of research and monitoring projects by the Department of Higher Education and Training, and other research centres/institutes or science councils	Enter into research collaboration agreements with the Department of Higher Education and Training, or other research centres/institutes
	Tight timelines attached to the requests for advice	Engage the Office of the Minister or the Department to agree on realistic timelines
	Very few internal researchers to peer review outputs produced internally and externally by the peer academics	Use the Management Committee (MANCO) and the Monitoring and Evaluation Committee (MEC) of Council as structures to advise on the quality of outputs, as well as grow the pool of external experts who can play this role.

10.4   Programme 4: Corporate

The name of Programme 4 is Corporate. It comprises the following four subprogrammes:

- Governance;
- Corporate Services;
- Finance and Supply Chain Management; and
- Communications and Stakeholder Relations.

10.4.1 Purpose of the Programme and Subprogrammes

The purpose of the Corporate Programme is to provide leadership, oversight, systems, activities and structures that enable the organisation to operate effectively and efficiently in fulfilment of its mandates and in pursuit of its outcomes. The programme focuses on setting the policy and tone for good governance, statutory compliance, and transfer of business best practices across the organisation; and ensuring the efficient and effective provision of corporate services – administrative, financial, technical and professional - to support the discharge of the core functions of the CHE. Furthermore, the programme is the vehicle by which the organisation seeks to achieve outcomes 4 and 5 in the Strategic Plan 2020 – 2025. These outcomes are,

'Governance, compliance and risk management', and 'Sustainable, responsive and dynamic organisation'.

Each of the four subprogrammes contributes to the attainment of the strategic outcomes stated above. The Governance Subprogramme fulfils a critical role in good corporate governance in ensuring that the CHE is governed and managed effectively. The subprogramme ensures compliance with government regulations, legal obligations, and reporting requirements; whilst facilitating continuous improvement in the provision of quality services. It aims to ensure that the CHE delivers on its mandate, achieves its organisational outcomes, and meets the needs of the stakeholders in the higher education sector effectively and efficiently, while upholding the highest standards of integrity. It establishes a framework for achieving good governance through outlining general principles that apply to all key role players.

The Corporate Services subprogramme provides policy direction, strategy execution guidelines, and good governance frameworks for the effective management of human resources, information communication and technology and facilities, in furtherance of the CHE's transformation framework and mandate. It promotes and coordinates these organisation-wide functions to enhance organisational effectiveness, productivity and interactions with internal stakeholders. It is also responsible for managing the organisational architecture and business processes to contribute to the achievement of its strategic outcomes.

The Finance and Supply Chain Management Subprogramme provides technical support to all programmes in respect of sound financial and supply chain management. The main purpose of this subprogramme is to ensure adherence to and compliance with all applicable PFMA, Treasury and Governance prescripts. It develops and oversees the implementation of frameworks, processes, procedures and guidelines for financial management and procurement. It is further responsible for financial accounting and reporting as required by the prescribing bodies and statutes.

The Communications and Stakeholder Relations Subprogramme coordinates internal and external communication for the CHE in concord with the mandate, vision, mission and value of the CHE, and its communications strategy. The subprogramme also seeks to enhance the public image of the CHE, and promote its visibility within and accessibility to the higher education sector in the country. Furthermore, the

subprogramme promotes and coordinates strategic stakeholder relations within South Africa, the SADC region, the African continent and internationally.

10.4.2 Subprogramme activities and outputs

Table 14: Activities and outputs

Subprogramme	Activities	Outputs
Governance	Develop or review ICT policies, frameworks, guidelines and procedures	Developed or reviewed ICT policies, frameworks, guidelines and procedures
	Develop or review Human Resources policies, frameworks, guidelines and procedures	Developed or reviewed Human Resources policies, frameworks, guidelines and procedures
	Develop or review financial management and supply chain management policies, frameworks, guidelines and procedures	Developed or reviewed financial management and supply chain management, frameworks, guidelines and procedures
	Organise and convene meetings of the governance structures	Scheduled and special meetings of the governance structures held
Corporate Services	Provide leading edge integrated ICT online system in line with the Integrated Quality Assurance Framework (QAF)	Integrated online CHE management information system
	Provide an enabling and nurturing human resources management environment through training and development, of skills and talent pipeline that addresses the CHE's capacity priorities	Staff training interventions offered
	Attract and retain the necessary capabilities in line with the approved posts on the organisational structure	Approved posts on the organisational structure filled
Finance and Supply Chain Management	Pay eligible suppliers within 30 days from date of receipt of their invoices	Payments made to suppliers
	Monitor expenditure reports are monitored and submit consolidated reports to the relevant authorities by the compliance date on a quarterly basis	Expenditure reports submitted to the DHET on a quarterly basis
Communications and Stakeholder Relations	Facilitate internal flow of information and engagement with staff within the organisation	Staff events organised
		Information shared through the Intranet

	Communicate with external stakeholders through approved channels	Media releases, newsletters and other information resources produced for external stakeholders
		Functional and up-to-date website
	Promote, cultivate, sustain and increase strategic partnerships with key stakeholders locally to support the organisation's mandate	Stakeholder engagement events or forums for stakeholders within South Africa
	Promote, cultivate, sustain and increase strategic partnerships with key stakeholders internationally to support the organisation's mandate	Stakeholder engagement events or forums for international stakeholders

10.4.3 Performance Indicators and Annual Targets for 2021/22 to 2023/24

Table 15: Performance Indicators and Annual Targets

a) Subprogramme: Governance

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Governance, risk management and compliance	Developed or reviewed ICT policies, frameworks, guidelines and procedures	Number of ICT policies, frameworks, guidelines and procedure developed or reviewed, within a particular financial year	4	7	7	7	7	7	7
	Developed or reviewed Human Resources policies, frameworks, guidelines and procedures	Number of Human Resources policies, frameworks, guidelines and procedures developed or reviewed, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	7	7	7	7
	Developed or reviewed financial management and supply chain management, frameworks, guidelines and procedures	Number of financial management and supply chain management policies, frameworks, guidelines and procedures developed or reviewed, within a particular financial year	10	32	8	8	8	8	8
	Scheduled meetings of the governance structures organised and held	Number of scheduled governance meetings organised and held, within a particular financial year	22	23	22	22	22	22	22

b) Subprogramme: Corporate Services

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Sustainable, responsive and dynamic organisation	Integrated online CHE management information management system	Number of reports for the different phases in the development of the integrated online CHE information management system submitted, within a particular financial year	1	1	1	1	1	1	1
	Staff training interventions offered	Number of staff training interventions offered, within a particular financial year	76%	40	20	15	15	15	15
	Approved posts on the organisational structure that have incumbents	Percentage of approved posts on the organisational structure that have incumbents throughout a particular financial year	85%	81%	85%	85%	85%	85%	85%

c) Subprogramme: Finance and Supply Chain Management

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Sustainable, responsive and dynamic organisation	Payments made to suppliers	Average percentage of eligible suppliers paid within 30 days from dates of receipt of their invoices, within a particular financial year	100%	100%	100%	100%	100%	100%	100%
	Expenditure reports submitted to the DHET on a quarterly basis	Number of approved expenditure reports submitted to DHET by the compliance date, within a particular financial year	4	4	4	4	4	4	4

d) Subprogramme: Communications and Stakeholder Relations

Strategic Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Sustainable, responsive and dynamic organisation	Staff events organised	Number of staff events organised and held, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	8	10	10	10
	Information shared through the Intranet	Percentage of CHE staff who visit the Intranet and engage with the content shared thereat, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	75%	75%	75%	75%
		Number of internal communiques and announcements released to staff, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	100	100	100	100
	Media releases, newsletters and other information resources produced for external stakeholders	Number of media releases, newsletters and other information resources produced for external stakeholders, within a particular financial year	8	8	3	16	20	24	28
	Functional and up-to-date website	Percentage year-to-year increase in the users of the CHE website, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	20%	20%	20%	20%
	Stakeholder engagement events or forums for stakeholders within South Africa	Number of local stakeholder events or forums organised or participated in, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	8	6	12	12
	Stakeholder engagement events or forums for international stakeholders	Number of international stakeholder events or forums organised or participated in, within a particular financial year	N/A (New indicator)	N/A (New indicator)	N/A (New indicator)	4	4	4	4

10.4.4 Performance Indicators and Quarterly Targets for 2020/21

Table 16: Performance Indicators and Quarterly Targets

a) Subprogramme: Governance

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of ICT policies, frameworks, guidelines and procedure developed or reviewed, within a particular financial year	7	2	2	2	1
Number of Human Resources policies, frameworks, guidelines and procedures developed or reviewed, within a particular financial year	7	2	2	2	1
Number of financial management and supply chain management policies, frameworks, guidelines and procedures developed or reviewed, within a particular financial year	8	2	2	2	2
Number of scheduled governance meetings organised and held, within a particular financial year	22	6	7	4	5

b) Subprogramme: Corporate Services

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of reports for the different phases in the development of the integrated online CHE information management system submitted, within a particular financial year	1	0	0	0	1
Number of staff training interventions offered, within a particular financial year	15	2	5	5	3
Percentage of approved posts on the organisational structure that have incumbents throughout a particular financial year	85%	85%	85%	85%	85%

c) Subprogramme: Finance and Supply Chain Management

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Average percentage of eligible suppliers paid within 30 days from dates of receipt of their invoices, within a particular financial year	100%	100%	100%	100%	100%
Number of approved expenditure reports submitted to DHET by the compliance date, within a particular financial year	4	1	1	1	1

d) Subprogramme: Communications and Stakeholder Relations

Output Indicators	Annual Target 2021/22	Quarterly Targets for 2021/22			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of staff events organised and held, within a particular financial year	10	2	2	2	2
Percentage of CHE staff who visit the Intranet and engage with the content shared thereat, within a particular financial year	75%	75%	75%	75%	75%
Number of internal communiques and announcements released to staff, within a particular financial year	100	25	25	25	25
Number of media releases, newsletters and other information resources produced for external stakeholders, within a particular financial year	20	4	4	4	4
Percentage year-to-year increase in the users of the CHE website, within a particular financial year	20%	20%	20%	20%	20%
Number of local stakeholder events or forums organised or participated in, within a particular financial year	6	2	2	2	2
Number of international stakeholder events or forums organised or participated in, within a particular financial year	4	1	1	1	1

10.4.5 Explanation of planned performance over the medium-term period

In line with the Strategic Plan 2020 – 2025, performance over the medium-term will be guided by the principle of organisational renew. Priority in terms of performance will be placed on enabling all Directorates to work closely and in synergy with one another; introducing greater agility and flexibility into the structure and functions of the CHE, in order to enable greater responsiveness in the rapidly changing, technology driven environment; improving stakeholder perceptions about the CHE and its reputation, relevance, and demonstrable impact on quality and development of the system; increasing awareness of the general public of the important role played by the CHE; and streamlining structural, policy and other blockages which reduce agility and innovativeness, and which constrains responsiveness of the system.

The programme will also work to ensure that the clean audit outcomes of the preceding years are achieved again at the end of the 2021/22 financial year.

10.4.6 Programme Resource Considerations

For the 2020/21 financial year, the reprioritised budget of the programme amounted to R33 million which R20 million was for compensation of employees, R12 million was for goods and services, and R970 000 was for payments for capital assets.

In terms of human resources, the Programme has a structure that has 22 positions all of which have incumbents, and thus there is no vacant position.

a. Reconciling performance targets with the Budget and MTEF

b. Expenditure estimates

Programme Name: Corporate

Sub-programme	Expenditure outcome			Adjusted appropriation	Medium term expenditure estimates		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Governance	12,883	14,408	13,540	14,307	11,497	12,071	12,966
Corporate Services	16,014	14,557	15,000	16,566	14,909	16,348	18,031
Finance and SCM	4,239	4,942	8,870	1,333	1,466	1,612	1,693
Communications and Stakeholder Relations			500	414	300	310	341
TOTAL	**33,136**	**33,907**	**37,910**	**32,620**	**28,172**	**30,341**	**33,031**

Economic classification	Expenditure outcome			Adjusted appropriation	Medium term expenditure estimates		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Current payments	**31,753**	**33,907**	**36,390**	**31,650**	**27,272**	**29,191**	**31,713**
Compensation of employees	16,500	16,706	18,525	19,020	13,437	16,187	15,638
Goods and services Of which	15,253	17,201	17,865	12,630	13,835	13,004	16,093
Agency and support/outsourced services	300	-	67	180			
Communication	-	-	-	414	300	310	341
Computer services	1,243	1,545	320	1,335	275	398	418
Consultants		938	51	1,575	2,030	1,265	1,518
Lease payments		194	88	94	100	107	112
Repairs and maintenance	551	1,400	533	3,251	3,576	3,933	4,326
Training and staff development	144	1,587	95	240	108	116	122
Travel and subsistence	751	434	934	25	230	253	310
Other	9,748	11,103	12,421	5,516	7,216	6,622	8,946
Depreciation	2,263	-	2,174	0	0	0	0

Losses from sale of fixed assets	253	-	1,182	0	0	0	0
Payments for capital assets	**1,383**	**-**	**800**	**970**	**900**	**1,150**	**1,300**
Buildings and other fixed structures	74	-	-	-	-	-	
Machinery and equipment	1,090			470	500	550	600
Software and other intangible assets	219		800	500	400	600	700
				32,620	28,172	30,341	33,031
Total Expenditure	**33,136**	**33,907**	**37,190**				

Performance and expenditure trends

Personnel

The personnel costs for the years 2016-19 were lower than expenditure on goods and services, even though there were salary increase on an annual basis due to cost-of-living adjustment and performance bonus paid to eligible employees while the baseline grant budget allocation received from DHET and National Treasury was reduced. The situation for the outer years 2022-24 reflects more personnel costs than the budget.

Goods and services

Spending on goods and services for the prior years was high because of travel requests for Council governance committee members, Peer Academics and others invited to attend local stakeholder events or forums. The latter events also included catering costs. Further expenses included payment for contractual obligations such as remuneration to all Council governance committee members, fixed and variable contract costs mostly for facilities and information technology and also anticipated legal costs. Expenses were also incurred for recruitment processes and for the training and development of employees. The budget pressure has forced the programme to reprioritize its projects/activities so that its budget is within the budget baseline. This is a trend that is likely to continue, and it will have a severe impact on the core functions.

The Communication and Stakeholder Relations subprogramme also incurred expenses for purchasing branded corporate gifts, bags, memory sticks for various CHE events, notebooks, pens and presentation folders to be issued as tokens of appreciation to stakeholders who participate in CHE activities and promoting CHE. Other expenses were for paying for advertorials in mainstream publications such as Mail & Guardian or Sunday Times; registration and attendance of national events; and catering for hosting international delegates visiting the CHE.

The risk is that expenditure costs on contractual obligations constitute a larger proportion of the budget of the CHE while the budget allocation for goods and service for the core programmes is not sufficient to achieve the strategic objectives.

10.4.7 Key Risks of the Corporate Programme

Table 17 below presents the key risks that may impede the successful delivery of the outputs within the Corporate Programme, as well as the mitigation strategies for the respective risks.

Table 17: Key Risks of the Corporate Programme

Outcome	Key Risk	Risk Mitigation
Sustainable, responsive and dynamic organisation	▪ Limited career progression within the organisation ▪ Loss of critical skills	▪ Integrated talent management programme ▪ Development of talent pipeline ▪ Culture calibration
	▪ Reliance on external service providers for IT systems ▪ Inadequate business continuity resulting from lack of internal capabilities	▪ Develop internal IT capacity ▪ Business Process and ICT Systems Review ▪ Review of record management system
	▪ Lack of buy-in from the relevant stakeholders ▪ Lack of influence and visibility in the higher sector	▪ Communication and consultation strategy to enhance the CHE's impact and good standing in the higher education sector
	▪ Incorrect invoices received from suppliers will result in disputes and delays in suppliers been paid after 30 days	▪ Regular payments ▪ Reconciliations of suppliers' accounts ▪ Review of payment report ▪ Register in place for received supplier invoice. ▪ Invoice received date stamped
Governance, risk management and compliance	▪ Noncompliance with National Treasury prescripts and compliance dates will result in audit findings and financial mismanagement	▪ Annual compliance calendar from the National Treasury ▪ Adherence to changes with accounting standards or regulations issued by National Treasury
	▪ Non-compliance with Human Resources and ICT policies.	▪ Effective onboarding processes and refresher workshops on all policies.
	▪ Lack of good governance of an organisation, non-compliance with PFMA, National Treasury regulations and laws as well as noncompliance with issues relating to risk management	▪ The CHE policies, frameworks, guidelines and procedures are reviewed on an annual basis or once after two years to ensure that they are relevant and comply with the National Treasury and other legislative prescripts
	▪ Lack of governance meetings will result to no approval of strategic decisions, quarterly reports, annual reports and other documents required by the executive authority.	▪ The annual calendar for the CHE meetings of the following year is approved by the governance committees during the current year and such meetings are scheduled in advance to avoid the issue of lack of quorum

PART D: Financial Information

a. Expenditure Estimates

Income	Audited outcomes			Adjusted Appropriation	Medium-Term expenditure estimates		
	2017/2018 R'000	2018/2019 R'000	2019/2020 R'000	2020/2021 R'000	2021/2022 R'000	2022/2023 R'000	2022/2023 R'000
Private Accreditation – Cost Recovery	6,176	6,156	10,044	5,250	5,618	6,244	6,525
Conditional grant received	2,724	701	3,277	1,352			
Other Income (Interest, rental income, etc)	1,279	1,534	1,738	1,566	1,566	2,086	2,180
Subtotal	**10,179**	**8,391**	**15,059**	**8,168**	**7,184**	**8,330**	**8,705**
Transfer from the DHET	60,009	50,727	59,136	54,770	70,012	74,486	83,140
Rollover of funds	3,283			14,019			
Total	**70,188**	**59,118**	**74,195**	**76,957**	**77,196**	**82,816**	**91,845**

Programmes	Expenditure outcome			Adjusted appropriation	Medium term expenditure estimates		
	2017/2018 R'000	2018/2019 R'000	2019/2020 R'000	2020/2021 R'000	2021/2022 R'000	2022/2023 R'000	2023/2024 R'000
Objective/Activity							
Corporate	33,136	33,907	37,190	32,620	28,172	30,341	33,031
Quality Assurance	15,767	17,637	20,219	29,427	31,789	32,072	32,310

Programmes	Expenditure outcome			Adjusted appropriation	Medium term expenditure estimates		
	2017/2018 R'000	2018/2019 R'000	2019/2020 R'000	2020/2021 R'000	2021/2022 R'000	2022/2023 R'000	2023/2024 R'000
Research, Monitoring and Advice	4,796	3,801	4,861	11,829	12,451	15,379	20,047
Management of the HEQSF	5,287	5,430	6,204	3,081	4,784	5,024	6,457
Total	**58,986**	**60,775**	**68,474**	**76,957**	**77,196**	**82,816**	**91,845**
Economic classification							
Current payments	**57,603**	**57,384**	**65,118**	**75,987**	**76,296**	**81,666**	**90,545**
Compensation of employees	33,306	33,671	36,136	41,752	41,568	37,039	36,684
Goods and services Of which	24,297	23,713	28,982	34,235	34,728	44,627	53,861
Agency and support/ outsourced services	1,563	1,655	1,753	3,207	3,276	587	1,125
Communication		245	279	451	345	310	341
Computer services	1,025	3,498	997	1,335	275	398	418
Consultants	1,298	2,141	2,146	11,029	13,060	17,301	22,075
Lease payments	122	194	137	94	100	107	112
Repairs and maintenance	551	738	533	3,251	3,576	3,930	4,326
Training and staff development	210	960	667	240	108	116	122

Programmes	Expenditure outcome			Adjusted appropriation	Medium term expenditure estimates		
	2017/2018 R'000	2018/2019 R'000	2019/2020 R'000	2020/2021 R'000	2021/2022 R'000	2022/2023 R'000	2023/2024 R'000
Travel and subsistence	2,744	6,647	3,797	25	1,062	2,615	3,428
Other	14,268	7,635	18,673	14,603	12,926	19,263	21,914
Depreciation	2,264	-	-	0	0	0	0
Losses from Sale of fixed assets	252	-		0	0		
Interest, dividends and rent on land	-	-	-				
Payments for capital assets	**1,383**	**3,391**	**3,356**	**970**	**900**	**1,150**	**1,300**
Buildings and other fixed structures	74	80	356				
Machinery and equipment	1,090	3,000	2,500	470	500	550	600
Software and other intangible assets	219	311	500	500	400	600	700
Total Expenditure	**58,986**	**60,775**	**68,474**	**76,957**	**77,196**	**82,816**	**91,845**

b. Relating expenditure trends to strategic outcome-oriented goals

Performance and expenditure trends

Personnel

The personnel costs for the years 2017-20 were higher than expenditure on goods and services because funded posts were filled. Furthermore, the salaries were increased on an annual basis due to cost-of-living adjustment and performance bonus paid to eligible employees while the baseline grant budget allocation received from DHET and National Treasury was reduced. The situation for the outer years 2022-24 is more or less the same as for the prior years. Personnel expenditure constitutes 65 percent (R36 million in 2019/20) of the council's total budget, as it deals mainly with service outputs such as research, quality assurance, knowledge and advisory services, and monitoring and evaluation. Compensation of employees is projected to be reduced over the medium-term expenditure framework period from R43 million in 2020/21 to R36 million in 2023/2024, based on the instruction from National Treasury on 52 positions as per the approved organogram.

Goods and services

Spending on goods and services for the prior and outer years is and will be mostly prejudiced by contractual obligations such as remuneration to Council Committee members and costs of related logistical arrangements, fixed and variable contract costs, the SAQA contract (which accounts for 7% of goods and service expenditure), printing and publications, payment to Peer Academics, (Peer Academics for evaluation of accreditation and reaccreditation of programmes, as evaluators), membership fees and subscriptions, travel costs (mostly due to site visits to HEIs), and payment for the following HEQC subcommittees: Institutional Audits; Accreditation and National and Standards Review. Catering for meetings and other overheads expenditures complete the list of main spending areas in terms of goods and services.

The risk is that expenditure costs on contractual obligations under the Corporate service sub-programme takes a larger percentage of the CHE budget.

PART E: Technical Indicator Descriptions (TID)

E1: Output Indicators for Programme 1: Management of the HEQSF

a) Subprogramme: Qualifications Standards Development

Indicator Title	Number of qualification standards developed or reviewed, within a particular financial year
Definition	Numerical quantity of qualification standards developed or reviewed within a particular year
Source of data	Standard development and/or review process information
Method of calculation or assessment	Enumeration of standards developed or reviewed. The calculation is for the year period.
Means of verification	Checking approved or reviewed qualification standards documents in electronic or hardcopy files
Assumptions	Approved or reviewed qualification standards documents are filed electronically and in hardcopy files
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	2
Indicator responsibility	Director: National Standards and Reviews

Indicator Title	Number of qualification standards development or review processes initiated in a particular financial year
Definition	Numerical quantity of qualification standards development or review projects initiated and remain in progress during a particular financial year
Source of data	Standard development and/or review process information
Method of calculation or assessment	Enumeration of standards development or review projects initiated and that remain work in progress. The calculation is for the year period.
Means of verification	Progress reports on the qualification standard development or review projects
Assumptions	Progress reports on the qualification standard development or review projects are compiled and filed
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	3
Indicator responsibility	Director: National Standards and Reviews

Indicator Title	Number of events or other interventions for promoting the use of qualification standards undertaken in a particular financial year
Definition	Numerical quantity of events and other interventions organised or undertaken to promote the use of qualification standards among higher education institutions
Source of data	Records of events and other promotion interventions
Method of calculation or assessment	Enumeration of events organised, and other promotion interventions undertaken. The calculation is for the year period.
Means of verification	Electronic or hardcopy files of records of events and other promotion interventions
Assumptions	Records of events and other promotion interventions are accurately captured and filed
Disaggregation of beneficiaries	Annual
Spatial transformation	2

Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	2
Indicator responsibility	Director: National Standards and Reviews

b) Subprogramme: Data Management

Indicator Title	Percentage of higher education institutions that have all required sets of data records in the higher education database, in a particular financial year
Definition	Number of higher education institutions that have submitted all required sets of data records to the database, in a particular financial year, as a percentage of all higher education institutions
Source of data	The CHE's higher education data base
Method of calculation or assessment	Number of higher education institutions that have submitted all required sets of data records to the database, divided by number of all institutions, multiplied by 100. Calculation is for the year-to-date period.
Means of verification	Metadata from the database
Assumptions	The higher education database will be functional
Disaggregation of beneficiaries	• Private higher education institutions • Comprehensive universities • Traditional universities • Universities of Technology
Spatial transformation	Rural (historically disadvantaged) versus urban (historically advantaged) higher education institutions
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	80%
Indicator responsibility	Director responsible for the Management of the HEQSF

Indicator Title	Percentage of data sets that are verified and validated to be accurate and reliable, from all data sets submitted by institutions, in a particular financial year
Definition	Number of data sets that are verified and validated to be accurate and reliable, as a percentage of all data sets submitted by higher education institutions
Source of data	The CHE's higher education database
Method of calculation or assessment	Number of data sets that are verified and validated to be accurate and reliable, divided by the total number of all data sets submitted by higher education institutions, multiplied by 100. Calculation is for the year-to-date period.
Means of verification	Metadata from the database
Assumptions	The higher education database will be functional
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	80%
Indicator responsibility	Director responsible for the Management of the HEQSF

Indicator Title	Number of data uploads onto the NLRD in a particular financial year
Definition	Numerical number of data uploads onto the national learner records database in a particular financial year
Source of data	NLRD records
Method of calculation or assessment	Enumeration of number of data uploads. Calculation is for the year-to-date period.
Means of verification	Checking NLRD records
Assumptions	Data is uploaded to the NLRD within prescribed time windows
Disaggregation of beneficiaries	N/A

Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Bi-annual
Desired performance	2
Indicator responsibility	Director responsible for the Management of the HEQSF

c) Subprogramme: Policy and Development Review

Indicator Title	Completion of the following phases in the review and further development process: ▪ **Phase 1**: Review process ▪ **Phase 2**: Further development and update ▪ **Phase 3**: Approvals and Publication of the updated HEQSF
Definition	Assessment of the extent to which the different phases within the process of review and further development of the HEQSF is completed within the stipulated timelines
Source of data	Progress reports of the HEQSF Review Project
Method of calculation or assessment	Qualitative assessment of whether or not a phase has been completed within the respective stipulated timelines. The calculation is for the year period.
Means of verification	Checking progress reports in electronic or hardcopy files
Assumptions	Project records including progress reports as captured and filed
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Phase 2 in 2021/22
Indicator responsibility	Director responsible for the Management of the HEQSF

Indicator Title	Number of policies developed or reviewed and approved, in a particular financial year
Definition	Numerical quantity of HEQSF/NQF policies developed or reviewed and approved within a particular financial year
Source of data	HEQSF/NQF Policy development and review project information
Method of calculation or assessment	Enumeration of the number of HEQSF/NQF policies developed or reviewed. The calculation is for the year period.
Means of verification	Checking the developed or reviewed and approved policies in electronic or hardcopy files
Assumptions	Detailed process information is captured and maintained on files
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	1
Indicator responsibility	Director responsible for the Management of the HEQSF

Indicator Title	Number of higher education institutions provided with support with respect to the development and implementation of relevant institutional policies, in a particular financial year
Definition	Numerical quantity of higher education institutions that are supported in their respective processes of developing and implementing institutional HEQSF/NQF-related policies
Source of data	Records of institutional support
Method of calculation or assessment	Enumeration of the number of institutional support events or interventions. The calculation is for the year period.
Means of verification	Checking records of institutional support kept in electronic or hard copy files
Assumptions	Institutions would see the need to request the CHE to provide the policy development and implementation support
Disaggregation of beneficiaries	• Private higher education institutions

| | • Comprehensive universities |
| | • Traditional universities |
	• Universities of Technology
Spatial transformation	Rural (historically disadvantaged) versus urban (historically advantaged) higher education institutions
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	3
Indicator responsibility	Director responsible for the Management of the HEQSF

d) Subprogramme: Partnerships and Collaboration

Indicator Title	Number of project reports or other submissions from the joint or collaborative projects with SAQA, other QCs, the DHET and professional bodies, in a particular financial year
Definition	Numerical quantity of reports or other submission from the joint or collaborative projects with SAQA, other QCs, the DHET and professional bodies
Source of data	Records of joint or collaborative projects or activities
Method of calculation or assessment	Enumeration of the number of reports or other submissions from the joint or collaborative projects. Calculation is for the year-to-date period.
Means of verification	Checking availability of the reports in electronic or hardcopy files
Assumptions	Formal joint or collaborative projects are planned and implemented within a particular year
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	5
Indicator responsibility	Director responsible for the Management of the HEQSF

Indicator Title	Number of national events and/or forums on NQF, quality assurance and promotion involved in, within a particular year
Definition	Numerical quantity of events and/or forums on NQF, quality assurance and promotion that the CHE takes part in
Source of data	Records of the national events and/or forums
Method of calculation or assessment	Enumeration of the number of the national events or forums. The calculation is for the year period.
Means of verification	Checking availability of the records in electronic or hardcopy files
Assumptions	National events and/or forums are planned, organised and held within a particular year
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	5
Indicator responsibility	Director responsible for the Management of the HEQSF

Indicator Title	Number of regional and/or international events and/or forums on qualifications framework, quality assurance and promotion involved in, within a particular financial year
Definition	Numerical quantity of regional and/or international events and/or forums on qualification frameworks, quality assurance and promotion that the CHE takes part in
Source of data	Records of the regional and/or international events and/or forums
Method of calculation or assessment	Enumeration of the number of the regional and/or international events or forums. The calculation is for the year period.
Means of verification	Checking availability of the records in electronic or hardcopy files

Assumptions	The CHE has the wherewithal to take part in the regional and/or international events and/or forums planned, organised and held within a particular year
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	1
Indicator responsibility	Director responsible for the Management of the HEQSF

e) Subprogramme: Quality Promotion and Capacity Development

Indicator Title	Number of quality forums and/or workshops organised, in a particular financial year
Definition	Numerical quantity of quality forums and/or workshops organised and held, within a particular financial year
Source of data	Records of the quality forums and/or workshops
Method of calculation or assessment	Enumeration of the number of the quality forums and/or events. The calculation is for the year period.
Means of verification	Checking availability of the records in electronic or hardcopy files
Assumptions	Quality forums and/or workshops for public universities, private higher education institutions and professional bodies will be organised and convened
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	3
Indicator responsibility	Director responsible for the Management of the HEQSF

Indicator Title	Number of good practice guides produced, within a particular year
Definition	Numerical quantity of good practice guides produced, within a particular financial year
Source of data	Draft or published good practice guides
Method of calculation or assessment	Enumeration of the number of the good practice guides produced. The calculation is for the year period.
Means of verification	Checking availability of the electronic or hardcopy forms of the good practice guides
Assumptions	The CHE identifies relevant themes or topic for good guides, and the necessary resources to develop the guides are available
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	1
Indicator responsibility	Director responsible for the Management of the HEQSF

Indicator Title	Number of capacity development interventions or initiatives coordinated, within a particular financial year
Definition	Numerical quantity of capacity development interventions or initiatives coordinated, within a particular financial year
Source of data	Records of the capacity development interventions or initiatives coordinated, within a particular financial year
Method of calculation or assessment	Enumeration of the number of the capacity development interventions or initiatives coordinated. The calculation is for the year period.
Means of verification	Checking availability of records of the capacity development interventions or initiatives coordinated in electronic or hardcopy files
Assumptions	The CHE will have the resources to implement the capacity development interventions or initiatives, and keep records
Disaggregation of beneficiaries	N/A

Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	10
Indicator responsibility	Director responsible for the Management of the HEQSF

E2: Output Indicators for Programme 2: Quality Assurance

a) Subprogramme: Accreditation

Indicator Title	Percentage of programme accreditation applications received that go through the accreditation process and are presented to the HEQC within 12 months from the date of appointment of evaluators, in a particular financial year
Definition	Number of programme accreditation applications received that go through the accreditation process and are presented to the HEQC within 12 months from the date of appointment of evaluators, as a percentage of all programme accreditation applications received within in a particular financial year
Source of data	Accreditation and HEQC records
Method of calculation or assessment	Number of programme accreditation applications received that go through the accreditation process and are presented to the HEQC within 12 months from the date of appointment of evaluators, divide by total number of all programme accreditation applications received within in a particular financial year, multiplied by 100. Calculation is for the year-to-date period.
Means of verification	Checking accreditation and HEQC records
Assumptions	The accreditation and HEQC records are accurate and up-to-date
Disaggregation of beneficiaries	• Private higher education institutions • Comprehensive universities • Traditional universities • Universities of Technology
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	85%
Indicator responsibility	Director: Programme Accreditation

Indicator Title	Percentage of programme reaccreditation applications received that go through the accreditation process and are presented to the HEQC within 18 months from the date of appointment of evaluators, in a particular financial year
Definition	Number of programme reaccreditation applications received that go through the accreditation process and are presented to the HEQC within 18 months from the date of appointment of evaluators, as a percentage of all programme reaccreditation applications received within in a particular financial year
Source of data	Accreditation and HEQC records
Method of calculation or assessment	Number of programme reaccreditation applications received that go through the reaccreditation process and are presented to the HEQC within 18 months from the date of appointment of evaluators, divide by total number of all programme reaccreditation applications received within in a particular financial year, multiplied by 100. Calculation is for the year-to-date period.
Means of verification	Checking accreditation and HEQC records
Assumptions	The accreditation and HEQC records are accurate and up-to-date

Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	85%
Indicator responsibility	Director: Programme Accreditation

Indicator Title	Percentage of physical or virtual site visits undertaken whose reports at presented to the HEQC within 12 months from the date of receipt of reports from the site visit panels, in a particular financial year
Definition	Number of site visits undertaken and whose reports at presented to the HEQC within 12 months from the date of receipt of reports from the site visit panels, as a percentage of all site visits undertaken within in a particular financial year
Source of data	Accreditation and HEQC records
Method of calculation or assessment	Number of site visits undertaken and whose reports at presented to the HEQC within 12 months from the date of receipt of reports from the site visit panels, divide by total number of all site visits undertaken within in a particular financial year, multiplied by 100. Calculation is for the year-to-date period.
Means of verification	Checking accreditation and HEQC records
Assumptions	The accreditation and HEQC records are accurate and up-to-date
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	95%
Indicator responsibility	Director: Programme Accreditation

b) Subprogramme: Institutional Audits

Indicator Title	Number of workshops related to the new framework for Institutional Audits
Definition	Number of workshops related to the new framework for Institutional Audits
Source of data	Records of the Institutional Audits Directorate
Method of calculation or assessment	Simple count of the number of workshops related to the new framework for Institutional Audits. The calculation is for the year period.
Means of verification	Checking the records of the Institutional Audits Directorate
Assumptions	All institutions would eventually have their relevant personnel workshopped on the new framework for Institutional Audits, either at institutional level, or as part of a cross-cutting group form various institutions.
Disaggregation of beneficiaries	• Private higher education institutions • Comprehensive universities • Traditional universities • Universities of Technology
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	10
Indicator responsibility	Director: Institutional Audits

Indicator Title	Number of Institutional Audits initiated, within a particular financial year, depending on the approval of the new Framework for Institutional Audits
Definition	Numerical quantity of institutional audits initiated within a particular financial year
Source of data	Records of the Institutional Audits Directorate

Method of calculation or assessment	Enumeration of the number of institutional audits initiated within the particular financial year. The calculation is for the year period.
Means of verification	Checking the records of Institutional Audits Directorate
Assumptions	The records of the Institutional Audits Directorate are accurate and up-to-date
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	10
Indicator responsibility	Director: Institutional Audits

c) Subprogramme: National Reviews

Indicator Title	Number of National Reviews initiated, within a particular financial year
Definition	Numerical quantity of National Reviews initiated within a particular financial year
Source of data	Records of the National Standards and Reviews Directorate
Method of calculation or assessment	Enumeration of the number of institutional audits initiated within the particular financial year. The calculation is for the year period.
Means of verification	Checking the records of National Standards and Reviews Directorate
Assumptions	The records of the National Standards and Reviews Directorate are accurate and up-to-date
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	1
Indicator responsibility	Director: National Standards and Reviews

Indicator Title	Percentage of completed National Reviews that have their reports finalised and approved, within a particular financial year
Definition	Number of completed National Reviews that have their reports finalised and approved, as a percentage of all National Reviews completed with a particular financial year
Source of data	Information on National Reviews' reports
Method of calculation or assessment	Number of completed National Reviews that have their reports finalised and approved, divide by the total number of National Reviews completed with a particular financial year, multiplied by 100. The calculation is for the year period.
Means of verification	Checking approved finalised and approved reports in electronic or hardcopy files
Assumptions	Approved National Reviews reports are filed electronically and in hardcopy files
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	100%
Indicator responsibility	Director: National Standards and Reviews

d) Subprogramme: Quality Assurance Framework

Indicator Title	An approved QAF Implementation Preparation Plan
Definition	Numerical quantity of developed and approved QAF Implementation Preparation Plan, within a particular financial year
Source of data	QAF Project records and HEQC minutes
Method of calculation or assessment	Simple count of the number of developed and approved QAF Implementation Preparation Plan. Calculation is for the year-to-date period.
Means of verification	Checking QAF Project records and HEQC minutes

Assumptions	QAF Project records are correct and up-to-date
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Approved QAF Implementation Preparation plan
Indicator responsibility	QAF Project Manager

Indicator Title	Approved research report on capacity development needs of HEIs
Definition	Conducted research on the capacity development needs of HEIs for implementation of the QAF, within a particular financial year.
Source of data	QAF Project records, progress reports and HEQC records
Method of calculation or assessment	Simple count of the finalised and approved report. Qualitative assessment. Calculation is for the year-to-date period.
Means of verification	Checking QAF Project records and HEQC minutes
Assumptions	The project will progress according to plan, and will be completed within the timelines on the project plan
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Approved research report
Indicator responsibility	QAF Project Manager

Indicator Title	Approved QAF capacity development plan
Definition	Developed and approved QAF capacity development plan, within a particular financial year
Source of data	QAF Project records and HEQC minutes
Method of calculation or assessment	Simple count of the developed and approved QAF capacity development plan. The calculation is for the year period.
Means of verification	Checking QAF Project records
Assumptions	The research on the capacity development needs of HEIs will progress according to plan and will be completed within the timelines on the project plan.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Approved QAF capacity development plan
Indicator responsibility	QAF Project Manager

E3: Output Indicators for Programme 3: Research, Monitoring and Advice

a) Subprogramme: Research

Indicator Title	Number of research reports produced, within each financial year
Definition	Numerical quantity of research reports produced in a year
Source of data	Electronic files and/or hardcopies of the research reports
Method of calculation or assessment	Enumeration of research reports produced. The calculation is for the year period.
Means of verification	Check availability of reports in electronic files or hardcopies
Assumptions	Each research project will lead to the production of a report
Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	3
Indicator responsibility	Director: Research, Monitoring and Advice

Indicator Title	Number of conferences, colloquia, seminars, or symposia organised, within each financial year
Definition	Events that provide platforms for intellectual discourses on topical issues
Source of data	Records of events in electronic or hardcopy formats
Method of calculation or assessment	Simple number count. Enumeration of events. Calculation is for the year-to-date period.
Means of verification	Check availability of reports in electronic files or hardcopies
Assumptions	These events compliment and enrich research processes
Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	2
Indicator responsibility	Director: Research, Monitoring and Advice

Indicator Title	Number of journals/journal articles or books/book chapters published, within each financial year
Definition	Scholarly publications in journals and/or books
Source of data	Electronic and hardcopy publications of journals and books
Method of calculation or assessment	Enumeration of scholarly publications produced. The calculation is for the year period.
Means of verification	Check availability of publications in electronic files or hardcopies
Assumptions	Scholarly publications signify high quality of research outputs
Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	2
Indicator responsibility	Director: Research, Monitoring and Advice

Indicator Title	Number of policy briefs or Briefly Speaking articles produced, within each financial year
Definition	Research findings synthesised and packaged in ways that make them more accessible and useful to policy makers, implementers or analysts
Source of data	Electronic and hardcopy policy briefs of BrieflySpeaking articles produced
Method of calculation or assessment	Enumeration of policy briefs and BrieflySpeaking articles produced. The calculation is for the year period.
Means of verification	Check availability of publications in electronic files or hardcopies
Assumptions	Policy briefs promote uptake of the findings of research and monitoring by policy makers and implementers
Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	4
Indicator responsibility	Director: Research, Monitoring and Advice

b) Subprogramme: Monitoring

Indicator Title	Number of Higher Education Monitors or Reviews produced, within each financial year
Definition	An output of monitoring that presents trends and patterns of the phenomena being monitored
Source of data	Electronic and hardcopies of the Higher Education Monitor or Reviews
Method of calculation or assessment	Enumeration of Higher Education Monitors or Reviews produced. The calculation is for the year period.
Means of verification	Check availability of the Higher Education Monitor in electronic

	files or hardcopies
Assumptions	Higher Education Monitors and/or Reviews are important resource material for planning higher education, and for developing and implementing higher education policies
Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	1
Indicator responsibility	Director: Research, Monitoring and Advice

Indicator Title	Number of *VitalStats* produced, within each financial year
Definition	A resource book on numerical trends on some key indicators of public higher education
Source of data	Electronic and hardcopies of the *VitalStats*
Method of calculation or assessment	Enumeration of *VitalStats* produced. The calculation is for the year period.
Means of verification	Check availability of the *VitalStats* resource book in electronic files or hardcopies
Assumptions	*VitalStats* presents data that assist in detecting and discerning trends on some key indicators of public higher education
Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	1
Indicator responsibility	Director: Research, Monitoring and Advice

Indicator Title	Number of institutional profiles produced, within each financial year
Definition	Information and data about institutions packaged to characterise the institutions
Source of data	HEMIS, HEQCIS, Institutional Annual Reports
Method of calculation or assessment	Enumeration of institutional profiles produced. The calculation is for the year period.
Means of verification	Check availability of the institutional profiles in electronic files or hardcopies
Assumptions	Institutional profiles are one of the information sources that contribute to decisions on accreditation and national reviews, and also provide baseline for institutional audits
Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	3
Indicator responsibility	Director: Research, Monitoring and Advice

c) Subprogramme: Advice

Indicator Title	Percentage of requests for advice responded to with submission of advice, within each financial
Definition	Pieces of formal advice submitted to the Minister in response to requests for the same
Source of data	Electronic files and hardcopies of advice submitted
Method of calculation or assessment	Number of pieces of responsive advice produced divided by number of requests for advice received, multiplied by 100. Calculation is for the year-to-date period.
Means of verification	Check availability of the pieces of advice in electronic files or hardcopies
Assumptions	Pieces of responsive advice submitted are an important resource for charting the policy direction on higher education in the country

Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	100%
Indicator responsibility	Director: Research, Monitoring and Advice

Indicator Title	Number of pieces of proactive advice produced and submitted, within each financial year
Definition	Pieces of formal advice submitted to the Minister on CHE's own accord without being requested
Source of data	Electronic files and hardcopies of advice submitted
Method of calculation or assessment	Enumeration of pieces of proactive advice produced and submitted to the Minister. The calculation is for the year period.
Means of verification	Check availability of the pieces of advice in electronic files or hardcopies
Assumptions	Pieces of proactive advice submitted are an important resource for charting the policy direction on higher education in the country
Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	2
Indicator responsibility	Director: Research, Monitoring and Advice

E4: Output Indicators for Programme 4: Corporate

a) Subprogramme: Governance

Indicator Title	Number of ICT policies, frameworks, guidelines and procedures developed or reviewed, within particular financial year
Definition	To ensure that policies, frameworks, guidelines and standard operating procedures are developed or reviewed to provide mechanisms that are used to ensure good governance of an organisation, as well as compliance and risk management.
Source of data	Approved reviewed or developed ICT policies, procedures, frameworks, guidelines, procedures and processes
Method of calculation or assessment	Number count. 7 reviewed or developed ICT policies, procedures, frameworks, guidelines and processes. Calculation is for the year-to-date period.
Means of verification	Check availability of the reviewed or developed policies, procedures, frameworks and guidelines
Assumptions	
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	The necessary ICT policies, procedures, frameworks, guidelines, procedures and processes are developed or reviewed – 7
Indicator responsibility	Director: Corporate Services

Indicator Title	Number of Human Resources policies, framework, guidelines and procedures developed or reviewed, within a particular financial year
Definition	To ensure that policies, frameworks, guidelines and standard operating procedures are developed or reviewed to provide mechanisms that are used to ensure good governance of an organisation, as well as compliance and risk management.
Source of data	Approved reviewed or developed Human Resources policies,

	procedures, frameworks, guidelines, procedures and processes
Method of calculation or assessment	Number count. 7 reviewed or developed Human Resources policies, procedures, frameworks, guidelines, procedures and processes. Calculation is for the year-to-date period.
Means of verification	Check availability of the reviewed or developed policies, procedures, frameworks and guidelines.
Assumptions	
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	The necessary Human Resources policies, procedures, frameworks, guidelines, procedures and processes are developed or reviewed – 7
Indicator responsibility	Director: Corporate Services

Indicator Title	Number of financial management and supply chain management policies, framework, guidelines and procedures developed or reviewed, within a particular financial year
Definition	To ensure that policies, frameworks, guidelines and standard operating procedures are developed or reviewed to provide mechanisms that are used to ensure good governance of an organisation, as well as compliance and risk management.
Source of data	Approved reviewed or developed financial management and supply chain management policies, procedures, frameworks, guidelines, procedures and processes
Method of calculation or assessment	Number count. 8 reviewed or developed financial management and supply chain management policies, procedures, frameworks, guidelines, procedures and processes. Calculation is for the year-to-date period.
Means of verification	Check availability of the reviewed or developed policies, procedures, frameworks and guidelines.
Assumptions	
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	The necessary financial management and supply chain management policies, procedures, frameworks, guidelines, procedures and processes are developed or reviewed – 8
Indicator responsibility	Chief Financial Officer

Indicator Title	Number of scheduled governance meetings organised and held, within a particular financial year
Definition	To ensure that governance structures meet to provide an oversight role to ensure that the CHE delivers on its mandate, achieves its organisational goals and meets the needs of the stakeholders.
Source of data	Meeting agendas and document packs, minutes and attendance registers
Method of calculation or assessment	Number count. 22 planned governance meetings held. Calculation is for the year-to-date period.
Means of verification	
Assumptions	The data is about whether or not meetings take place. It does not indicate anything about outcomes or impacts of the meetings.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	All planned governance meetings should take place – 22
Indicator responsibility	Chief Executive Officer

b) Subprogramme: Corporate Services

Indicator Title	Number of reports for the different phases in the development of the integrated online CHE information management system submitted, within a particular financial year
Definition	Implementation of Phase 1 of the integrated online CHE management information system in order to provide leading -edge integrated ICT online system in line with the Integrated Quality Assurance Framework (QAF).
Source of data	Project Implementation Plan and evidence of actual implemented activities for Phase 1 of the project
Method of calculation or assessment	Number count. 1 Report on the implementation of Phase 1 of the project. The calculation is for the year period.
Means of verification	
Assumptions	The necessary requirements, such as funds to procure hardware and software, and the technical capacity to install and manage the system, is available
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Phase 1 of the integrated online CHE management information system is completed. 1 Report
Indicator responsibility	Director: Corporate Services

Indicator Title	Number of staff training interventions offered, within each particular financial year
Definition	To offer staff training interventions each year in order to provide an enabling and nurturing human resources management environment through training and development, of skills and talent pipeline that addresses the CHE's capacity priorities.
Source of data	Staff Training Interventions Reports.
Method of calculation or assessment	Number count. 15 staff training interventions offered in 2020/21. Calculation is for the year-to-date period.
Means of verification	
Assumptions	The necessary requirements, such as funds to procure hardware and software, and the technical capacity to install and manage the system, is available
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	All planned staff training interventions achieved – 15.
Indicator responsibility	Director: Corporate Services

Indicator Title	Percentage of approved posts on the organisational structure that have incumbents throughout a particular financial year
Definition	To ensure that approved posts on the organisational structure are filled throughout each financial year in order to retain the necessary capabilities.
Source of data	Employee turnover reports.
Method of calculation or assessment	$$\frac{\text{Number of positions with incumbents}}{\text{Number of approved positions on the organisational structure}} \times 100$$ Calculation is for the year-to-date period.
Means of verification	
Assumptions	Staff retention rate shows the organisation's ability to retain its capacity and ensure stability.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative

Reporting cycle	Quarterly
Desired performance	All funded vacant posts should be filled, and staff retention increase significantly – 85%.
Indicator responsibility	Director: Corporate Services

c) Subprogramme: Finance and Supply Chain

Indicator Title	Average percentage of eligible suppliers paid within 30 days from the dates of receipt of their invoices, within a particular financial year
Definition	To pay suppliers within 30 days to provide a good indication of how well an organisation's finances, supply chain management processes are managed in an efficient and effective way in order to comply with the National Treasury prescripts.
Source of data	Payment reports from Pastel finance system.
Method of calculation or assessment	Monthly average number of days for paying all eligible suppliers (100%) is calculated as follows: $$\frac{\text{Total number of days taken to pay invoices in a month}}{\text{Total number of invoices paid in a month}}$$ Therefore, the average percentage of eligible suppliers paid within 30 days is calculated as follows: $$\frac{\text{Monthly average number of days taken to pay invoices in a month}}{\text{Total number of eligible suppliers paid in a month}} \times 100$$ Calculation is for the year-to-date period.
Means of verification	
Assumptions	The accuracy of the reports will depend on the reliability of the suppliers and the correct capturing of invoices on the Pastel finance system.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	All eligible suppliers should be paid within 30 days. 100%
Indicator responsibility	Chief Financial Officer

Indicator Title	Number of approved expenditure reports submitted to DHET by the compliance date, within a particular financial year
Definition	To ensure that Quarterly expenditure reports are monitored and submitted to the relevant authorities by the compliance date
Source of data	Expenditure report from Pastel Finance System and the agendas of the relevant governance committees as well as the report approved report submitted to DHET
Method of calculation or assessment	Number count. 4 approved Quarterly Expenditure Reports. Calculation is for the year-to-date period.
Means of verification	
Assumptions	The accuracy of the expenditure reports will depend on the reliability of all suppliers' payments captured on the Pastel finance system.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	Accurate expenditure reports be submitted to the relevant authorities by the compliance date – 4.
Indicator responsibility	Chief Financial Officer

d) Subprogramme: Communications and Stakeholder Relations

Indicator Title	Number of staff events organised and held, within a financial year
Definition	Events exclusively organised for internal staff, these can be staff meetings, workshops, webinars or seminars.
Source of data	Electronic files and/or hardcopies of the programme and attendance register and/or digital recording.
Method of calculation or assessment	Enumeration of staff events hosted. Calculation is for the year-to-date period.
Means of verification	Check availability of the programme, digital recording or attendance registers in electronic files or hardcopies.
Assumptions	Each staff event will have a programme and attendance register/digital recording.
Disaggregation of beneficiaries	Female and male staff members
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	10
Indicator responsibility	Communications and Stakeholder Relations

Indicator Title	Percentage of staff who visit the intranet and engage with the content, within a particular financial year
Definition	Percentage of CHE internal staff members who have exclusive use of the intranet specifically designed for internal communication.
Source of data	Online user statistics automatically generated
Method of calculation or assessment	Total number of intranet visitors divided by the total number of CHE staff members multiplied by 100 which gives the total percentage of visitors. Calculation is for each quarter period.
Means of verification	Check availability of the intranet visitors' electronic files or printed hardcopies.
Assumptions	Each staff member who visits the intranet will be automatically recorded as part visitor statistics.
Disaggregation of beneficiaries	Internal staff.
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	75%
Indicator responsibility	Communications and Stakeholder Relations

Indicator Title	Number of staff communiques announcements released in a financial year.
Definition	Numerical quantity of the number communiques announcements released in a year.
Source of data	Electronic files and/or hardcopies of the communique's announcements.
Method of calculation or assessment	Enumeration of communiques announcements produced. Calculation is for the year-to-date period.
Means of verification	Check availability of the electronic files or hard copies.
Assumptions	Each communique announcement will be published.
Disaggregation of beneficiaries	Internal staff
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	100
Indicator responsibility	Communications and Stakeholder Relations

Indicator Title	Media releases and other information resources shared or distributed externally in a financial year
Definition	Numerical quantity of media releases and other information

	resources shared externally in a year.
Source of data	Electronic files and/or hardcopies of the media releases and other information resources shared or distributed externally.
Method of calculation or assessment	Enumeration of the media releases and other information resources shared or distributed externally. Calculation is for the year-to-date period.
Means of verification	Check availability of the electronic files or hard copies.
Assumptions	Each media release and other information resources shared or distributed externally will be published.
Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Annual
Desired performance	20
Indicator responsibility	Communications and Stakeholder Relations

Indicator Title	Percentage increase of users who visit the CHE website
Definition	Numerical percentage increase of the CHE website users
Source of data	Electronic files and/or hardcopies of the website statistics.
Method of calculation or assessment	Current users minus base (old users) divide by base (old users) multiplied by 100. Calculation is for each quarter period.
Means of verification	Check availability of the electronic files or hard copies of website statistics abstained from CHE Google Analytics account.
Assumptions	Google analytics records each user who visits the CHE website on daily basis.
Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	20%
Indicator responsibility	Communications and Stakeholder Relations

Indicator Title	Number of stakeholder (local) events, webinars and forums in a financial year.
Definition	Numerical quantity of local stakeholder events, webinars and forums hosted in a financial year.
Source of data	Electronic files and/or hardcopies of the programmes and attendance registers or digital recording of the online event.
Method of calculation or assessment	Enumeration of events hosted. Calculation is for the year-to-date period.
Means of verification	Check availability of the electronic files or hard copies of programmes and attendance registers.
Assumptions	Each local stakeholder event hosted will lead to an attendance register or saved video file/digital recording.
Disaggregation of beneficiaries	Internal and external stakeholders.
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	6
Indicator responsibility	Communications and Stakeholder Relations

Indicator Title	Number of stakeholder (international) per financial year
Definition	Numerical quantity of international stakeholder events, webinars and forums hosted in a financial year.
Source of data	Electronic files and/or hardcopies of the programmes and attendance registers/digital recordings.
Method of calculation or assessment	Enumeration of events hosted. Calculation is for the year-to-date period.
Means of verification	Check availability of the electronic files or hard copies of

	programmes and attendance registers.
Assumptions	Each local stakeholder event hosted will lead to an attendance register or a digital recording.
Disaggregation of beneficiaries	Internal and external stakeholders
Spatial transformation	N/A
Calculation type	Cumulative year-to-date
Reporting cycle	Quarterly
Desired performance	4
Indicator responsibility	Communications and Stakeholder Relations

PART F: Annexures to the Annual Performance Plan

No Annexures to the Annual Performance Plan.