



# Revised Strategic Plan 2020/25 & Annual Performance Plan 2022/23

# SAQA

SOUTH AFRICAN QUALIFICATIONS AUTHORITY



Presentation to the Portfolio Committee on  
Higher Education, Science & innovation

20 April 2022



# The SAQA Team



**Prof Peliwe  
Lolwana**  
Chairperson

**James Keevy**  
Deputy  
Chairperson

**Dr Julie Reddy**  
CEO

**Ms Sarah Netili**  
CFO

**Ms Nadia Starr**  
Executive: NQF  
Operations

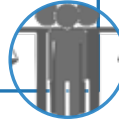
**Ms Nireen  
Naidoo**  
Executive:  
Governance,  
People & Strategy



# In a nutshell

## • SAQA

SAQA is a Section 3A public entity



## • Board

Governed by 7th Board appointed by Minister: HESI



## • Values

Custodian of the values of the NQF



## • Existence

Established by the SAQA Act, 1995 and exists under the NQF Act, 2008



## • Restructure

Restructure completed in March 2022



## • Automation

Automation is primary focus for the period. Process is well underway



## • Performance

Unbroken record of unqualified audit opinions in twenty-five-year history



## • Leadership

CEO appointed in May 2021. Will retire in Nov 2022





Prof P Lolwana  
(Chairperson)



Dr J Keevy  
(Deputy  
Chairperson)



Dr J Reddy  
(CEO)



Mr A Benjamin



Mr B Gantile



Mr M Mafisa



Ms A  
Oberholzer



Mr G Louw



Ms T Van Wyk



Mr T  
Mashongoane



Ms J Agulhas



Dr L Meyer



Mr V Naidoo



Dr M  
Rakometsi



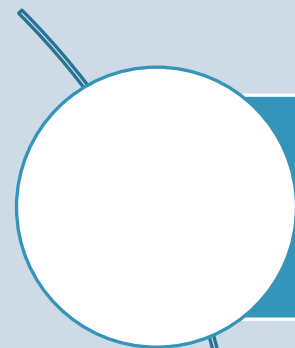
Dr W Green



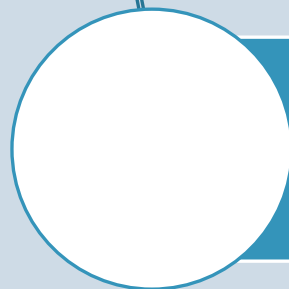
# The 7<sup>th</sup> SAQA Board



# Chairperson's Reflections



Strategy



Performance



Challenges



# Considerations of the Board

## Strategic Considerations:

- SAQA's role in the current Post-School Education & Training environment (new strategic direction)
- A new way of functioning for the education and training environment
- A new SAQA CEO appointed before November 2022 (Post was advertised in April)

## Challenges:

- Fragility in the system due to restructuring and financial instability
- New structure will take some time to operate optimally
- Structure may change further after automation is complete
- Difficult to change course (strategy) mid-cycle



# Updates

Information requested by the  
Portfolio Committee on Higher  
Education, Science &  
Innovation





# Funding requirements for 2022/23

Approved budget of R 115,7 million for 2022/23

Requested an additional R 20,6 million from DHET in August 2021 for the Automation Project

Received R 9,8 million in last quarter of 2021/22

An additional R 10.8 million is required over the next 2 years to complete the project

Once complete, SAQA's processes will be fully automated





# Restructure



January 2021:  
Board approved redesigned organogram for implementation

April - May 2021:  
Conducted interviews to fill 81 positions

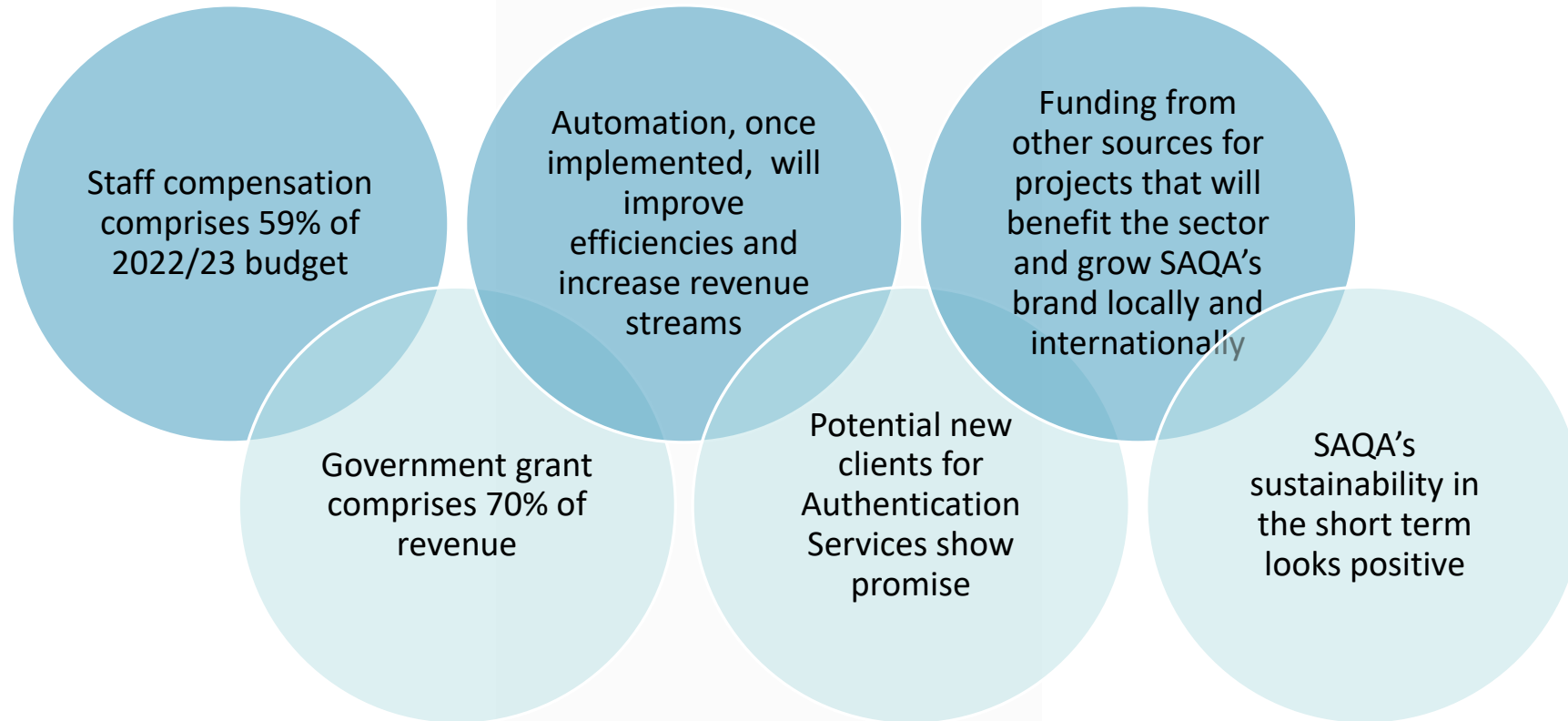
May 2021:  
Retrenched 89 staff members not accommodated in new organogram

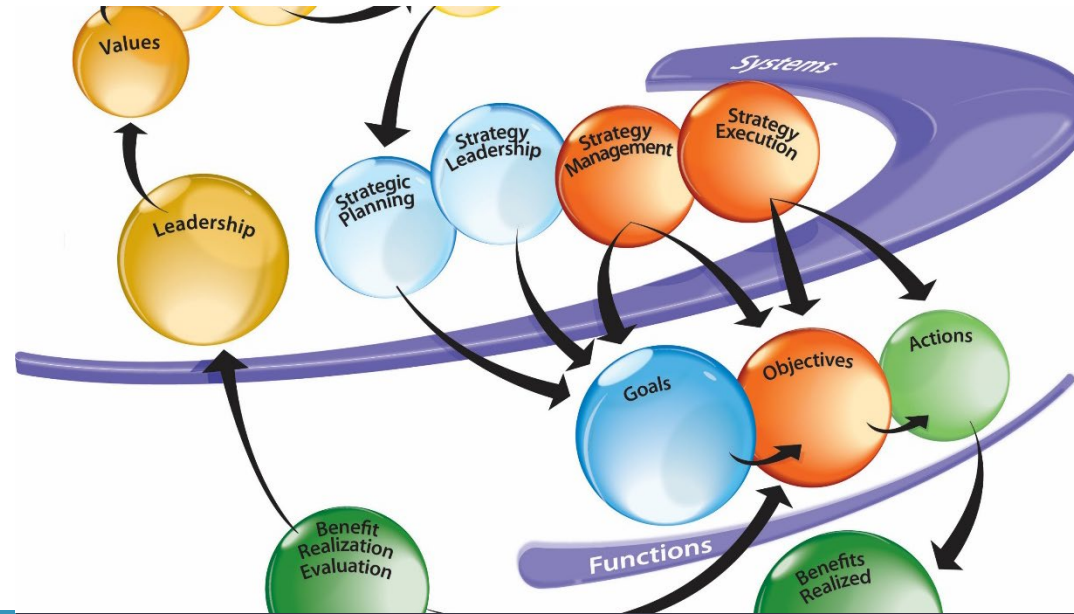
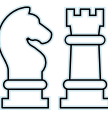
April 2021 – March 2022:  
Continuous monitoring and evaluation post implementation, to identify gaps

March 2022:  
Board approved final organogram comprising 82 positions and will re-visit it post automation



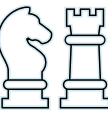
# Financial sustainability





# Strategic Plan 2020/25

1 APRIL 2020 – 31 MARCH 2025



# Introduction

## Improving efficiency

Improve efficiency through streamlining and automating processes

## Responsibility & Authority

The NQF Act 2008, as amended, gives SAQA more responsibility and authority

SAQA is strengthening its leadership role

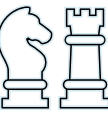
## Financial sustainability

Through diversifying its paid-services

Through alternate funding strategies

## Relationships

Actively building stronger relationships with counterparts in SADC, on the African continent and globally



# Strategic Plan 2020/25



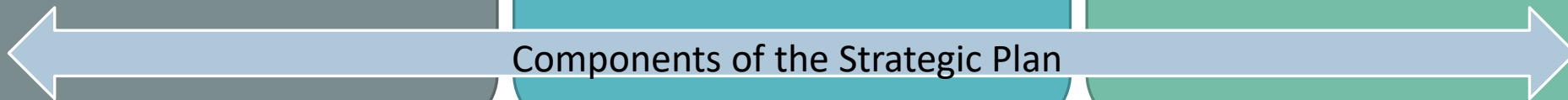
SAQA's  
mandate



Strategic Focus

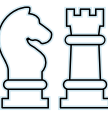


Measuring  
Performance



Components of the Strategic Plan





# Mandate

## Constitutional & Legislative Mandates

Constitution of RSA, 1996

PFMA, 1999

NQF Act, 2008 as amended

NQF Amendment Act, 2019

## Policy Mandates

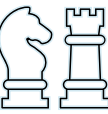
NDP, 2030 & NDP Implementation Plan

WP PSET & NP PSET

NQF Act Implementation Evaluation Improvement Plan

ERRP

DHET's MTSF



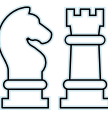
# Strategic focus: vision & mission



A world class National Qualifications Framework that works for the People in South Africa



Oversee the further development and implementation of the National Qualifications Framework (NQF) and advance its objectives, which contribute to the full development of each lifelong learner and to the social and economic development of the nation at large



# Strategic focus: five-year priorities



**higher edu  
& training**  
Department:  
Higher Education a  
REPUBLIC OF SO

A dynamic NQF that is responsive, adapts to, and supports the changing needs of life-long learning

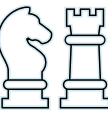
Visionary and influential leadership that drives a clear, evidence-based NQF Agenda

Well-articulated quality-assured-qualifications and relevant professional designations that instil trust and meet needs of people

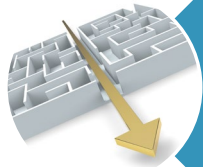
A competent and capable team, dedicated and resourced to develop and maintain the NQF

Stakeholders and role-players who are aligned to deliver on the NQF

DHET Priorities  
**1.** Expanded Access;  
**2.** Improved Efficiency;  
**3.** Improved Quality



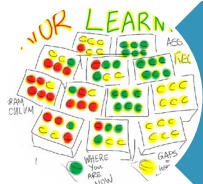
# Strategic focus areas



Continue to simplify the NQF



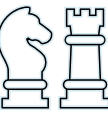
Register quality qualifications



Coordinate Articulation and RPL initiatives



Lobby to strengthen and align relevant legislation



# Challenges & mechanisms to address them

## Challenges



PAGES 25-26 OF STRATEGIC PLAN



## Mechanisms to address challenges





# Measuring performance



Impact Statement

An integrated and transparent national qualifications framework that facilitates access to, and mobility and progression within education, training and career paths



# Five-year targets and outputs

## Outcome 1

We have a dynamic NQF that is responsive, adapts to, and supports the changing needs of life-long learning

### Expanded Access

Outcome Indicator	5-Year Target	Baseline
NQF Policies that support the changing needs of life-long learning	<b>Review five NQF Policies and amend them as required</b>	Amended the: <ul style="list-style-type: none"> <li>✘ Policy and Criteria for Evaluating Foreign Qualifications within the SA NQF;</li> <li>✘ Policy and Criteria for Recognising Professional Bodies and Registering Professional Designations; and</li> <li>✘ RPL Policy.</li> </ul>
Amended NQF Policies are implemented	<b>Monitor implementation of the reviewed NQF Policies</b>	Developed and implemented the Addendum on Refugees and Asylum Seekers



# Five-year targets and outputs

## Outcome 2

We have visionary and influential leadership that drives a well-researched and clearly formulated NQF agenda

Expanded Access

Improved Quality

Improved Efficiency

Outcome Indicator	5-Year Target	Baseline
SAQA influences and shapes national and international discourses	<p><b>Align the SA NQF to the proposed African Continental Qualifications Framework.</b></p> <hr/> <p><b>Implement the Addis Convention</b></p>	<p>SAQA aligned the SA NQF to the SADC Qualifications Framework.</p> <p>SAQA participated in the development of the Addis Convention and the Global Convention.</p>



# Five-year targets and outputs

## Outcome 2

We have visionary and influential leadership that drives a well-researched and clearly formulated NQF agenda

Outcome Indicator	5-Year Target	Baseline
SAQA’s work through the CEO Committee shows the results of a well-researched and clearly formulated NQF agenda	<p><b>Conclude all transitional arrangements listed in section 36 of the NQF Act, 2008</b></p> <hr/> <p><b>Strengthen the System of Collaboration and NQF structures</b></p>	<p>SAQA addressed all transitional arrangements listed in section 36 except: 36(c) “the regulations made under the SAQA Act continue to exist to the extent that they are consistent with this Act until they are repealed by the Minister by notice in the Gazette.”</p> <p>SAQA performs its oversight role through a Tracking Grid. The current System of Collaboration only includes SAQA and the QCs.</p>



# Five-year targets and outputs

## Outcome 2

We have visionary and influential leadership that drives a well-researched and clearly formulated NQF agenda

Outcome Indicator	5-Year Target	Baseline
SAQA’s activities promote a world-class NQF that is well understood and benefits all stakeholders	<b>SAQA reaches 5 000 000 people through its advocacy and communication initiatives</b>	Stakeholders interact with information about the NQF.  2 000 000 impressions are currently made on SAQA’s online and social media platforms
	<b>The NLRD reflects 24 million learner achievements (learners with achievements)</b>	There are 19 million learner achievements on the NLRD. The NLRD aims to have all national learner achievement records on the database. This is a slow and tedious process as missing records are identified, located, digitised and loaded on the NLRD.







# Five-year targets and outputs

## Outcome 3

We have well-articulated quality-assured qualifications and relevant professional designations that instil trust and meet the needs of the people

Improved Quality

Expanded Access

Outcome Indicator	5-Year Target	Baseline
There are well-defined systemic, specific or individual Articulation pathways within and across Sub-Frameworks	<b>All qualifications registered on the NQF after 1 January 2014 have at least one Articulation pathway within or across Sub-Frameworks</b>	<p>SAQA published the Policy and Criteria for the Registration of Qualifications and Part- Qualifications on the National Qualifications Framework in March 2013 and the Amended Policy in March 2020.</p> <p>SAQA registered 13 179 qualifications from 1 April 2014 – January 2020. Of these, 2 143 (16%) do not have articulation options.</p>



# Five-year targets and outputs

## Outcome 3

We have well-articulated quality-assured qualifications and relevant professional designations that instil trust and meet the needs of the people

Outcome Indicator	5-Year Target	Baseline
There is a clear understanding of the types of professional bodies, their designations and their value-add in the changing NQF landscape	<b>Clearly define the roles of statutory and non-statutory professional bodies and use the research findings to amend the Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation</b>	SAQA recognises 17 statutory professional bodies and 89 non-statutory professional bodies. There is a need to refine SAQA’s understanding of the different types of professional bodies and what they do within the changing context.



# Five-year targets and outputs

Outcome 4

We have a competent and capable team, dedicated and resourced to further develop and maintain the NQF

Improved Efficiency

Outcome Indicator	5-Year Target	Baseline
SAQA's structure is aligned to deliver on its strategy	<b>Re-design SAQA's structure to better suit delivery on its strategy</b>	There is currently an uneven spread of workload across the organisation. There is a duplication of functions in some directorates. With the introduction of automation across the organisation, SAQA must look at a more streamlined organisational design to support delivery on its strategy.
SAQA develops and trains its staff	<b>Every staff member has at least two learning interventions per year</b>	Every staff member has at least one learning intervention per year.



# Five-year targets and outputs

## Outcome 5

We have stakeholders and role-players who are aligned to deliver on the NQF

### Improved Efficiency

Outcome Indicator	5-Year Target	Baseline
The NQF value chain works efficiently	<b>A functional system that allows for the efficient registration of qualifications within 3 weeks</b>	SAQA returns approximately 30% of qualifications recommended by QCs for registration that do not meet all SAQA’s criteria. This delays the registration process. If the QCs provided all the information required, the registration process could be faster.
	<b>SAQA identifies all historical (legacy) datasets that are not on the NLRD, secures and loads it on the NLRD. 90% of national learner achievements submitted for verification appear on the NLRD.</b>	Approximately 75% of learner achievements verified against registered qualifications and part-qualifications appear on the NLRD.





# Five-year targets and outputs

## Outcome 5

We have stakeholders and role-players who are aligned to deliver on the NQF

Outcome Indicator	5-Year Target	Baseline
The NQF value chain works efficiently	<b>All recognised professional bodies load information about their members with professional designations on the NLRD annually</b>	SAQA only just began monitoring professional bodies for their data loads. Going forward, all professional bodies that fail to load professional designation information annually will be de-recognised.



# Revisions to the Strategic Plan

Section	Revised Text	Reason for Revision
Official Sign-Off		<ul style="list-style-type: none"><li>SAQA's structure changed, staff were retrenched or had resigned, so there had to be a new sign-off (29 July 2021)</li></ul>
8.2 Page 26 of Strategic Plan	<p>The SAQA Board utilises the following committee structures:</p> <ul style="list-style-type: none"><li>Executive Committee</li><li>Audit and Risk Committee</li><li>Information and Information Technology Committee</li><li>NQF Qualifications Committee</li><li>Professional Bodies Committee</li><li>National and Foreign Qualifications Appeals Committee</li><li>Professional Body Appeals Committee</li></ul>	<ul style="list-style-type: none"><li>The term of office of the 6<sup>th</sup> Board ended on 31 December 2020</li><li>The 7<sup>th</sup> Board took office on 1 January 2021. At its first meeting on 29 January 2021, the Board adopted a new streamlined governance structure</li><li>The amendment reflects SAQA's new Board Committees (29 January 2021)</li></ul>



# Revisions to the Strategic Plan

Section	Revised Text	Reason for Revision
<p>8e</p> <p>Page 20 of Strategic Plan</p>	<p><b>Information on the capacity of the institution to deliver on its mandate</b></p> <p>The SAQA Board approved SAQA’s new organogram for implementation, in January 2021. The monitoring and evaluation process is designed to identify gaps. The Board approved the final structure in March 2022.</p> <p>SAQA has a staff complement of <b>82</b> members. The distribution of staff is as follows:</p> <p>CEO plus support = 3  Programme 1: Governance, People and Strategy: 16  Programme 1: Finance and Administration: 15  Programmes 2 – 5: NQF Operations: 48</p> <p>SAQA’s approach to managing unexpected and short-term crises, is to make use of short- term contract staff as required.</p> <ul style="list-style-type: none"> <li>SAQA’s new structure was phased in on 1 April 2021 and fully implemented from 15 May 2021.</li> </ul>	<ul style="list-style-type: none"> <li>SAQA’s new organogram was designed on the basis of available funding.</li> <li>Though not ideal, it was designed to support delivery on mandated functions.</li> <li>This structure may change over time if new functions are added, more service delivery avenues are explored and funding permits.</li> <li>This structure is set up to complement efforts to automate processes and employ 4IR technologies to SAQA’s work. (29 July 2021)</li> </ul>





# Revisions to the Strategic Plan

Section	Revised Text	Reason for Revision
<p>8.2</p> <p>Page 22 of Strategic Plan</p>	<p><b>SAQA’s capacity to deliver on its mandate</b></p> <p>The new structure accommodates eighty-two posts. The areas most impacted are the following:</p> <ul style="list-style-type: none"> <li>▪ NQF Advisory Services – closure of this service</li> <li>▪ Foreign Qualifications Walk-in Centre – closure of this service</li> <li>▪ Advocacy, Communications and Advisory Services – closure of this Directorate and a more streamlined function focusing on the media and communication with stakeholders via social media platforms will emerge.</li> <li>▪ NLRD – closure of this Directorate. The database itself will be managed by IT, and the MIS unit will have minimal staff to ensure the integrity of the information on the database.</li> <li>▪ International Relations – closure of this Directorate and a more streamlined function is considered under Stakeholder Relations.</li> <li>▪ Combining the Verifications Project (Programme 3) with the Foreign Qualifications Evaluations and Advisory Service (Programme 4) for a more streamlined service provision with less staff and an investment in automation if funding allows.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial difficulties and inability to balance budget. Board approved implementation of Section 189 of the Labour Relations Act</li> <li>▪ Approximately, 71 employees were to be retrenched by 20 November 2020. Hours before retrenchment letters were to be issued, DHET gave SAQA an additional R 5 million which stopped retrenchments in the short term, and gave SAQA an additional 3 months to restructure</li> <li>▪ The new Board approved the organisational structure on 9 February 2021 for implementation</li> <li>▪ M&amp;E followed to determine the effectiveness of the new structure, and make changes where required</li> <li>▪ The Board will approve the final structure at its meeting in March 2022. (29 July 2021)</li> </ul>

# Revisions to the Strategic Plan



Section	Revised Text	Reason for Revision
Part C: 9.2 Part D: 5b	The target relating to the indicator “SAQA’s activities promote a world-class NQF that is well understood and benefits all stakeholders”, was changed from “ <b>The NLRD reflects 24 million learner achievements</b> ” to: “The NLRD reflects 24 million learners with achievements”.	<ul style="list-style-type: none"><li>▪ The change was made to align with the revised 2021/22 APP (29 July 2021)</li></ul>



# Annual Performance Plan 2022/23

1 APRIL 2021 – 31 MARCH 2022



# Introduction

YEAR 3 OF FIVE-YEAR PLANNING CYCLE



# Situational Analysis



Implementing  
new structure



Financially  
vulnerable  
(heavily reliant on  
voted funds)



Started  
automation of  
some processes



Dealing with  
backlogs in  
service delivery

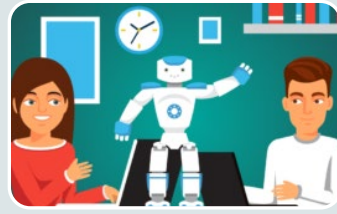


Reputational  
damage from  
retrenchments  
and delays in  
service delivery

# Strategic Focus



Alternate revenue streams



Automation of processes



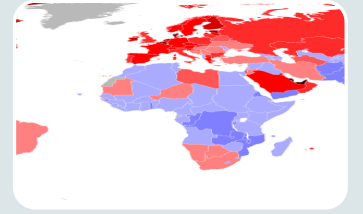
NQF Amendment Act, 2019 implementation [if proclaimed]



Dealing with service delivery issues and reputational damage



Claiming SAQA's place in the sector in the country



Growing international footprint



# Deliverables per category for 2022/23 (25 deliverables)





Funding	Automation / IT	Legislation / Compliance / Policy	NQF Family	Staff Matters	Marketing & Communication	Qualifications & Achievements	Research	NLRD/MIS





Outcome 1




We have a dynamic NQF that is responsive, adapts to, and supports the changing needs of life-long learning

Output	Output Indicator	2022/23 Target	Programme
Research on the implementation of the NQF	Findings and recommendations of NQF-related research	Produce the <b>final 2021 NQF Impact Study Report</b>	 Programme 5
		Provide a progress report on work done with <b>research partner(s)</b>	
Reviewed NQF Policies and recommendations for Policy amendments	Number of policies reviewed	Review <b>one NQF policy</b>	[RES] [NQF OPS] 
A foreign qualifications evaluation and advisory service that meets changing learner and worker needs	Articulation from foreign systems into South Africa takes place	Complete all compliant applications received for the evaluation of foreign qualifications <b>within 3 months</b>	Programme 4 [AS] [NQF OPS] 



Outcome 2




We have visionary and influential leadership that drives a well-researched and clearly formulated NQF agenda

Output	Output Indicator	2022/23 Target	Programme
National and international promotion of the SA NQF	Prominent national, regional and global standing	Identify and implement two initiatives to <b>promote</b> the <b>SA NQF</b>	Programme 1  [STAKEHOLDER RELATIONS] [CEO]
Sharing of national and international trends and best practices with stakeholders	Informed stakeholders	Identify and implement <b>three</b> initiatives to <b>share</b> national and international <b>best practice</b> with stakeholders	
Implementation of the Addis Convention	Recognition of international studies	Implement SAQA's Implementation Plan for the Addis Convention	



Outcome 2



We have visionary and influential leadership that drives a well-researched and clearly formulated NQF agenda

Output	Output Indicator	2022/23 Target	Programme
Strengthened System of Collaboration and NQF structures	An effective System of Collaboration and NQF structures	Report on the effectiveness of the <b>System of Collaboration</b>	Programme 1  [STRATEGY, REPORTING & M&E] [GPS]
		Develop a <b>Monitoring and Evaluation protocol</b> for the System of Collaboration	
Advice to the Executive Authority on NQF matters, including the alignment of relevant Laws	Evidence of advice provided to the Executive Authority	<b>Advise</b> the Executive Authority on NQF matters as required	 Legislation



Outcome 2




We have visionary and influential leadership that drives a well-researched and clearly formulated NQF agenda

Output	Output Indicator	2022/23 Target	Programme
A growing number of learner achievements on the NLRD	An increasing number of learner achievements recorded on the NLRD	Ensure that the NLRD contains at least <b>22 000 000</b> learner achievements	Programme 3 [NQFMIS] [NQF OPS] 
The NQF explained simply (Simplification)	Stakeholders access simplified information about the NQF	Implement <b>four online campaigns</b> aimed at informing the public about the NQF	Programme 1 [COMUNICATIONS] [GPS] 



Outcome 3



We have well-articulated quality-assured qualifications and relevant professional designations that instil trust and meet the needs of the people

Output	Output Indicator	2022/23 Target	Programme
A refined understanding of a professional body and its value-add in the NQF landscape (Simplified NQF)	A clearly defined role of a professional body	Use the research findings to amend the Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation if required	Programme 2 [R&R] [NQF OPS] 
A trusted qualification verification process	A Verification service used by employers and institutions	Complete all compliant verification requests received for the verification of South African qualifications within 25 working days	Programme 4 [AS] [NQF OPS] 
Coordinated Articulation, CAT and RPL initiatives	Record of Articulation initiatives	Provide the Minister with a report on progress made by SAQA and the QCs in implementing the <b>Articulation Policy</b>	Programme 1 [STRATEGY, REPORTING & M&E] [GPS] 



Outcome 4



We have a competent and capable team, dedicated and resourced to further develop and maintain the NQF

Output	Output Indicator	2022/23 Target	Programme
Alternative revenue streams to support the work of SAQA	Sufficient revenue to support SAQA’s work	Continue to implement the plan to generate funds through alternate revenue streams	Programme 1 [FIN] 
Staff capacity building programmes	Implemented staff capacity building programmes	Every staff member has at least <b>two learning interventions</b> per year	Programme 1 [PEOPLE MANAGEMENT] [GPS] 



Outcome 5

We have stakeholders and role-players who are aligned to deliver on the NQF




Output	Output Indicator	2022/23 Target	Programme
Improved turnaround times for the registration of qualifications and part-qualifications (Simplified NQF)	Streamlined processes and improved turnaround times	<b>Register qualifications</b> recommended by QCs that meet all SAQA’s criteria within <b>three</b> months of submission	 Programme 2 [R&R] [NQF OPS]
Reduced proliferation of qualifications registered on the NQF (Simplified NQF)	Increased number of national qualifications and part-qualifications registered on the NQF	Produce a concept paper on the registration of national qualifications on the NQF in consultation with the 3 QCs and DHET	





Outcome 5

We have stakeholders and role-players who are aligned to deliver on the NQF

Output	Output Indicator	2022/23 Target	Programme
A workflow system for the evaluation of foreign qualifications	Efficient electronic processes across SAQA	Develop an end-to-end electronic system for the evaluation of <b>foreign qualifications</b>	Programme 3 [ICT][NQF OPS] 
Legacy learner achievement records on NQF MIS (comprising the NLRD)	Percentage completeness of legacy learner achievement data on NQF MIS (comprising the NLRD)	Develop a <b>funding proposal</b> for the digitisation of legacy achievement records	 Programme 3 [NQF MIS] [ NQF OPS]
Current learner achievement records on the NQF MIS (comprising the NLRD)	Learner achievement records loaded by QCs	Ensure that QCs load learner achievement records on the NQF MIS (comprising the NLRD)	



Outcome 5

We have stakeholders and role-players who are aligned to deliver on the NQF

Output	Output Indicator	2022/23 Target	Programme
Professional designations on the NLRD	Percentage completeness of learner achievement data from professional bodies on the NLRD	All recognised professional bodies load <b>professional designation achievements</b> that meet the requirements, on the NQF MIS (comprising the NLRD)	Programme 3 [NQF MIS][NQF OPS] 
Registers of Misrepresented and Fraudulent Qualifications	Updated Registers of Misrepresented and Fraudulent Qualifications	Publish the Policy on the Misrepresentation of Qualifications if the President proclaims the NQF Amendment Act, 2019	Programme 1 [GOVERNANCE] [GPS] 
		<b>Update</b> the Register of Misrepresented Qualifications	Programme 3 [NQF MIS] [NQF OPS] 



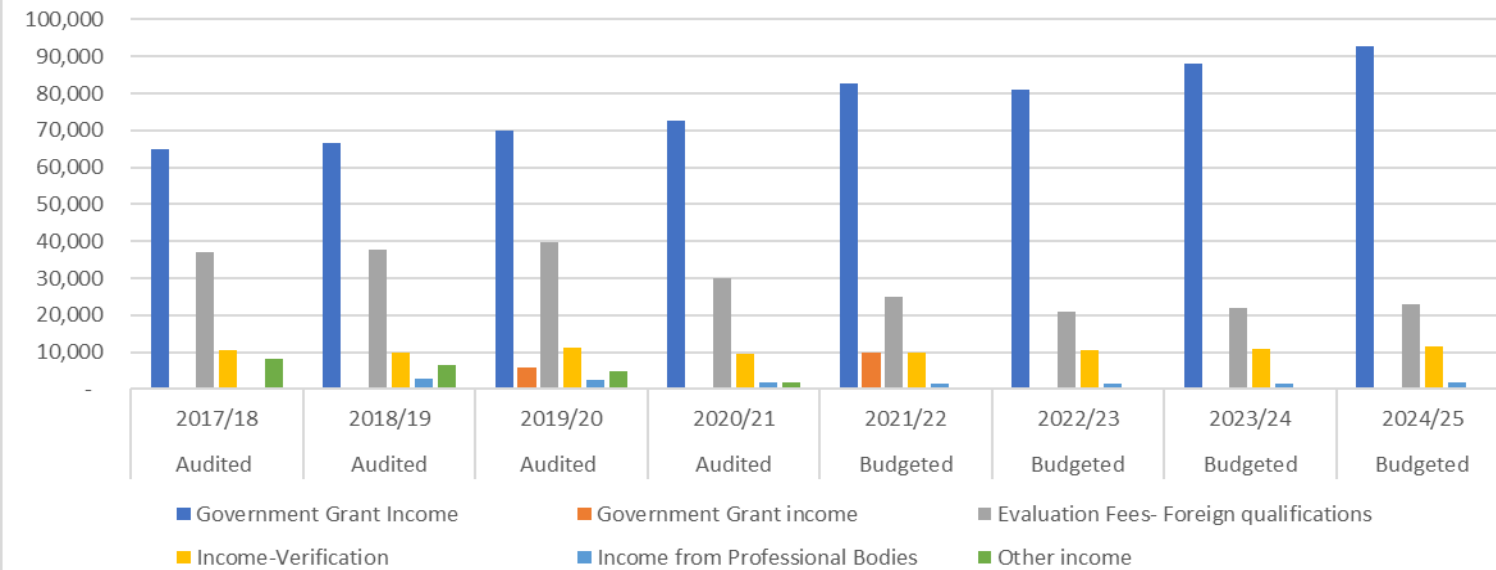
# Financials

PROJECTED INCOME AND EXPENDITURE FOR 2022/23

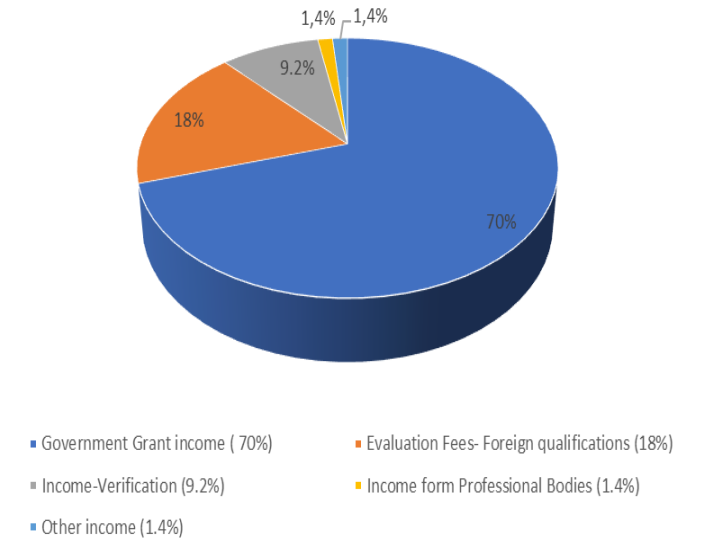


# Revenue

## REVENUE



## BUDGET 2022/23



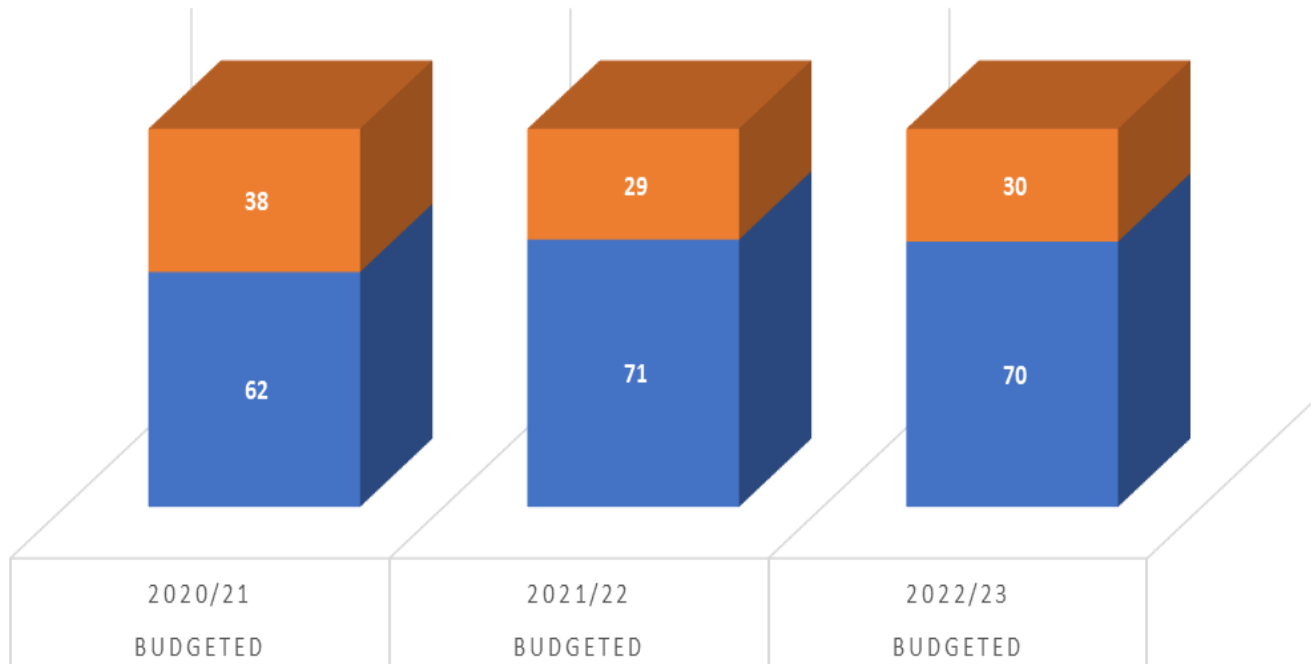
	Audited	Audited	Audited	Audited	Budgeted	Budgeted	Budgeted	Budgeted
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Government Grant Income	64,940	66,719	69,893	72,519	82,793	81,164	88,143	92,628
Government Grant income	-	-	5,737	-	9,800	-	-	-
Evaluation Fees- Foreign qualifications	36,927	37,599	39,695	30,000	25,000	20,898	21,836	22,817
Income-Verification	10,418	9,819	11,385	9,500	10,000	10,449	10,918	11,408
Income from Professional Bodies	-	2,745	2,534	1,800	1,500	1,567	1,637	1,711
Other income	8,219	6,425	4,926	1,900	639	334	349	365
Interest received	1,844	1,878	2,096	1,021	1,200	1,254	1,311	1,369
Saving from Prior Year Carried Forward	-	-	-	8,861	4,346	-	-	-

# Revenue



## PERCENTAGE(%) OF GOV GRANT VS SAQA INCOME

■ Government Grant ■ SAQA INCOME



# Expenditure

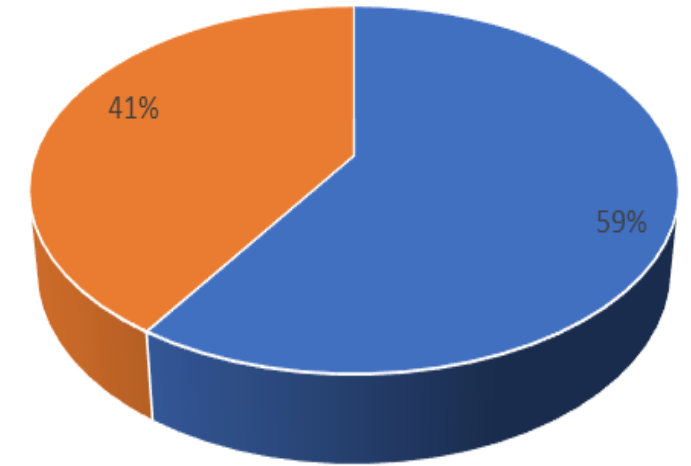


EXPENDITURE



	Audited	Audited	Audited	Audited	Budgeted	Budgeted	Budgeted	Budgeted
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Compensation of employees	80,268	86,284	98,801	101,586	67,262	68,516	71,599	74,821
Operational and Capital expenditure	32,949	31,133	30,892	26,300	58,216	47,150	52,595	55,477

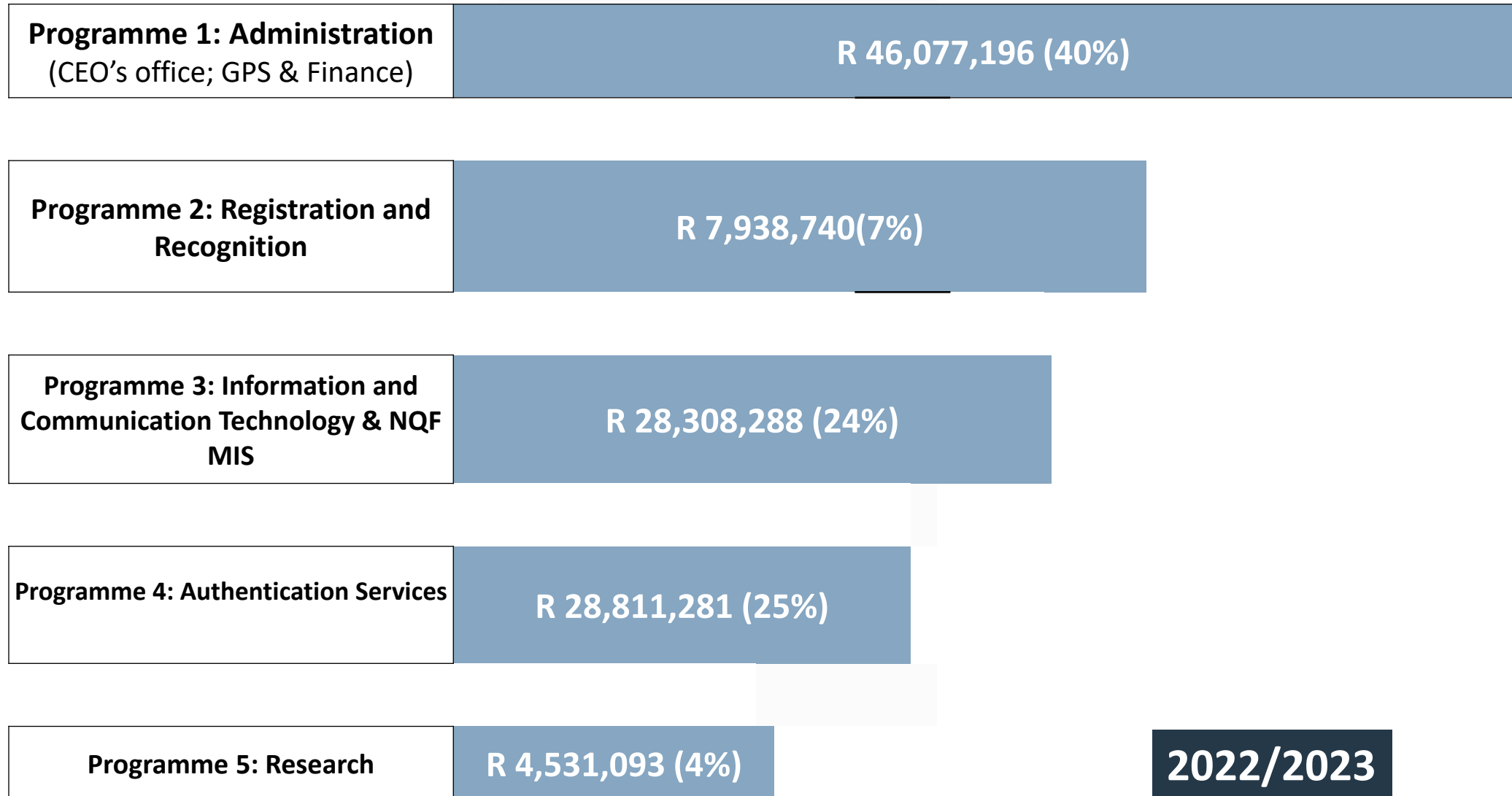
Budget 2022/23



■ Compensation of employees ■ Operational and Capital expenditure



# Expenditure per Programme



**2022/2023**

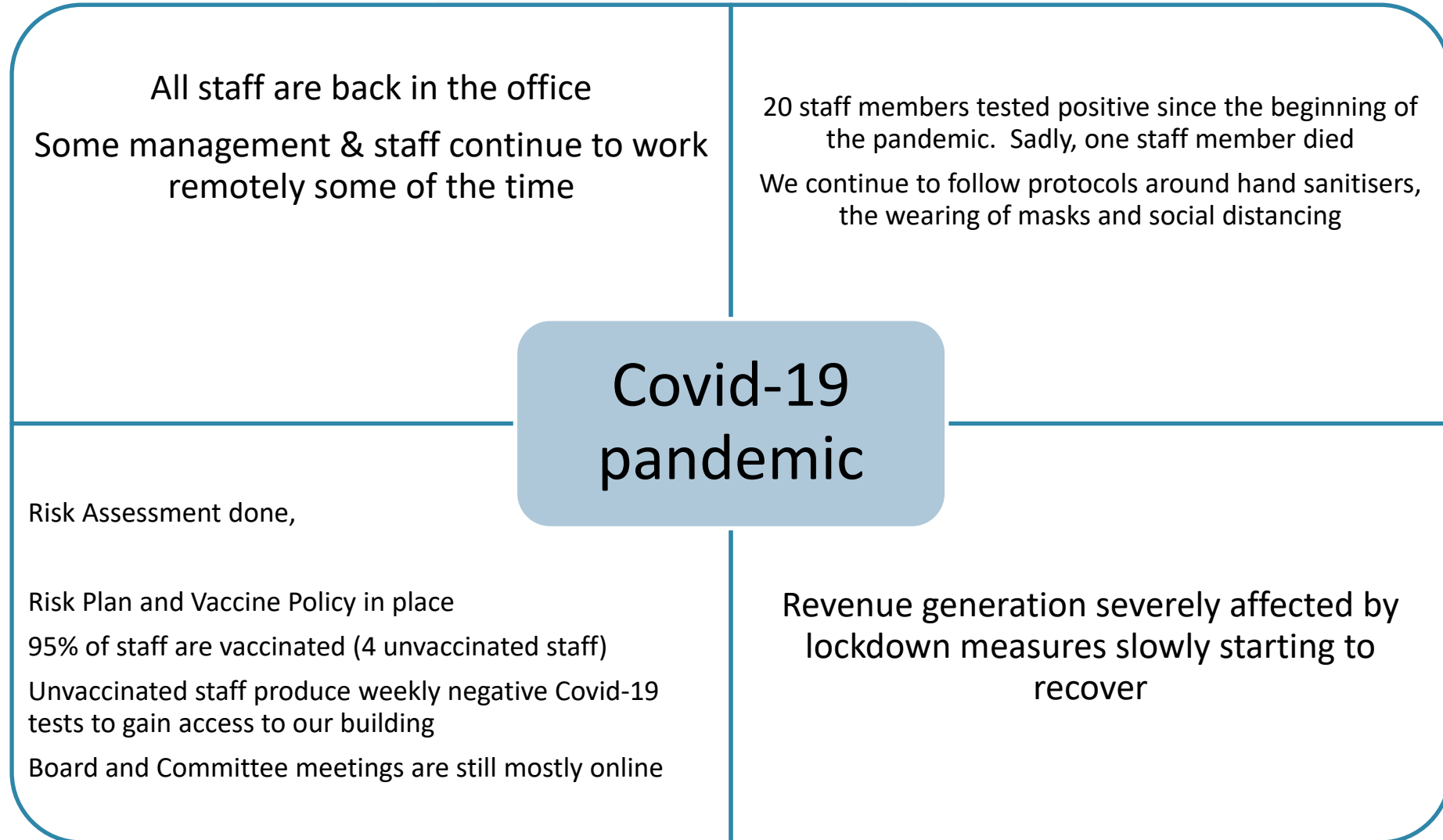




# General



# Recovering from the Covid-19 pandemic





# HIGH LEVEL RISKS

New structure is not adequate to deliver on priorities in the short term – SAQA makes use of independent contractors for high volume periods in Authentication Services

The Automation Project may not be delivered on time, although early signs are positive

Financial sustainability in the medium term is still a concern

Increased risk of litigation

SAQA may struggle to recover from the reputational damage of backlogs in Authentication Services as we await the completion of the Automation Project

Loss of networks and institutional history due to mass staff turnover





# Questions?



## Revised Strategic Plan 2020/25 & Annual Performance Plan 2022/23

**SAQA**

SOUTH AFRICAN QUALIFICATIONS AUTHORITY



**Presentation to the Portfolio Committee on  
Higher Education, Science & innovation**

20 April 2022

