



Council on Higher Education



Strategic Plan 2020-2025 and 2022/23 Annual Performance Plan

Presentation to the Parliamentary Portfolio Committee on Higher Education, Science & Innovation

20 April 2022





Mandate conferred by the Higher Education Act No. 101 of 1997

- Advising the Minister on HE matters, at the request of the Minister, and proactively.
- Arrange and coordinate conferences.
- Through the HEQC, to promote QA in HE, audit the QA mechanisms of HEIs, and accredit programmes of HE.
- Publish information on HE including reports on the state of HE.
- Promote access of students to higher education institutions
- Perform any other functions designated to it by the HE Act, the NQF Act or by the Minister through notice in the *Gazette*.



Mandate conferred by the National Qualifications Framework Act No. 67 of 2008

Sets up the CHE as the Quality Council for higher education as provided for in HE Act, with responsibility for the HEQSF.

- Developing and managing the HEQSF.
- Developing and implementing policies and criteria for advancement the HEQSF.
- Recommending higher education qualifications to SAQA for registration on the NQF.
- Maintaining a database of learners 'achievements and submitting the data for recording on the NLRD.
- Take responsibility for quality assurance in relation to the HEQSF
- Conducting or commissioning and publishing research of importance for the further development of the HEQSF.
- Advising the Minister on matters relating to the HEQSF.
- Informing the public about the HEQSF.



Strategic Plan 2020-2025

Vision	Innovative, quality higher education responsive to the needs of society.
Mission	<p>The CHE is an 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:</p> <ul style="list-style-type: none">• 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.
Values	<p>In pursuit of its vision and mission the CHE is committed to, and guided by the following values:</p> <ul style="list-style-type: none">• Innovation• Integrity• Equity• Respect• Accountability

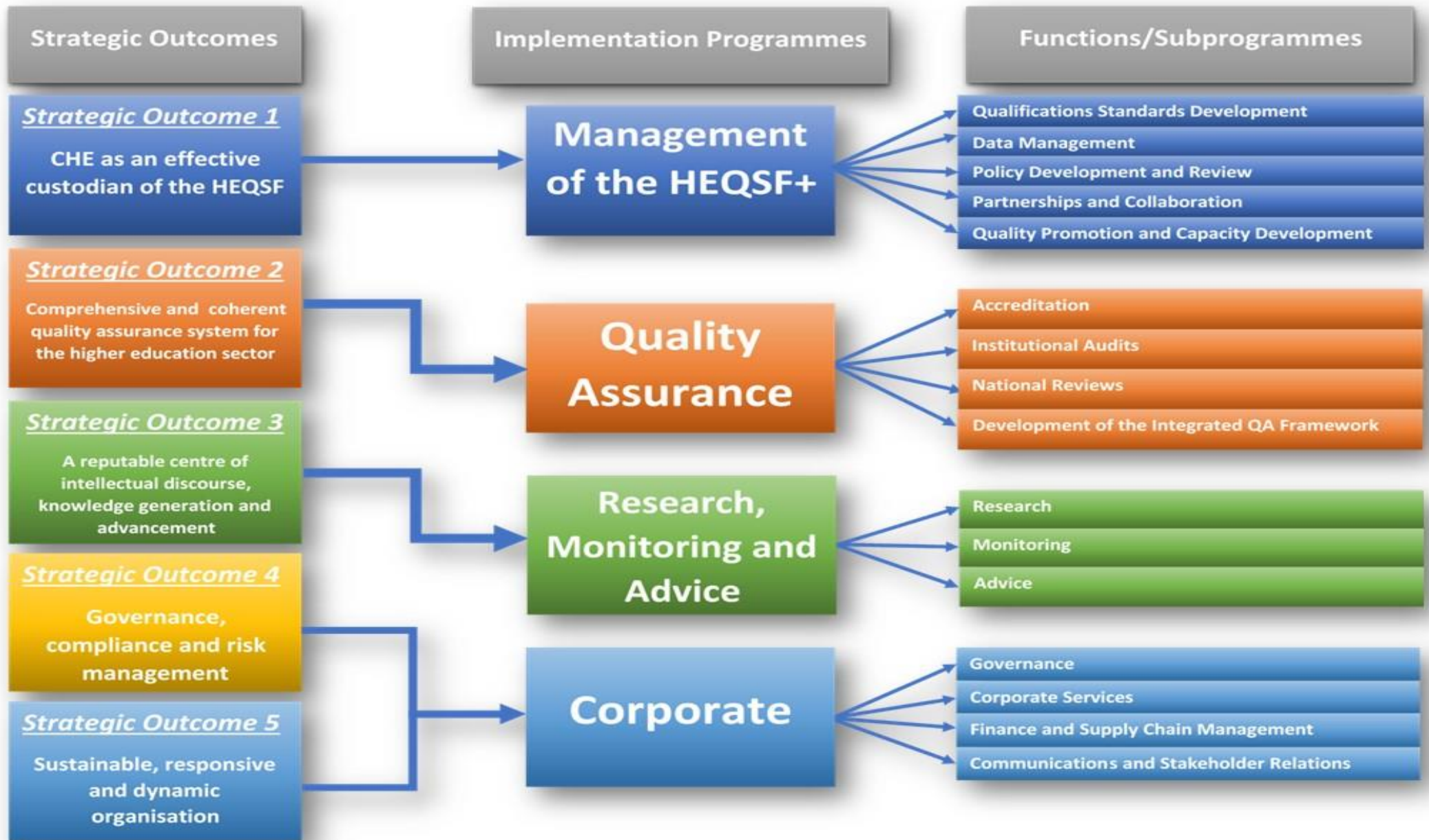




Strategic Outcomes 2020-2025

Outcome 1	CHE as an effective custodian of the HEQSF
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).	
Outcome 2	Comprehensive and coherent quality assurance system for the higher education sector
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.	
Outcome 3	A reputable centre of intellectual discourse, knowledge generation and advice on higher education
To revitalise and strengthen the research, monitoring, evaluation and advice capabilities of the CHE.	
Outcome 4	Governance, compliance and risk management
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.	
Outcome 5	Sustainable, responsive and dynamic organisation
To design and implement an organisational architecture, business processes, capabilities and infrastructure to realise the strategy of the CHE.	







2022/23 Annual Performance Plan



Focus Areas for 2022/23

Preparing for the implementation of the new Quality Assurance Framework

Implementation of a national round on institutional audits

Growing the Research, Monitoring and Advice functions

Taking forward the new CHE mandate for HE Transformation Oversight

Building the image and profile of the CHE

Strengthening our regional and international networks



Activities	Indicators and Targets
Management of the HEQSF: Qualification Standards Development	
Develop and/or review thresholds standards for qualifications to ensure relevance, comparability and currency of qualifications	3 qualification standards fully developed or reviewed 4 qualification standards development or review processes initiated
Promote the use of the qualification standards by institutions in the design of curricula of the respective qualifications	3 events or projects for promoting the use of qualification standards undertaken
Management of the HEQSF: Data Management	
Develop and maintain a comprehensive database of qualifications, learning programmes, student enrolment and achievement for all private higher education institutions	85 % of private higher education institutions that have all required sets of data records in the database
Undertake verification and validation of data for private higher education system to ensure validity, accuracy and reliability of data	85% percent of data sets that are verified and validated to be accurate and reliable, from all data sets submitted by private higher education institutions
Maintain HEQCIS database and submit achievement data for private higher education institutions to the NLRD	2 data uploads onto the NLRD in a particular financial year



Activities	Indicators and Targets
Management of the HEQSF: Policy Development and Review	
Review and undertake further development of the HEQSF	Reviewed HEQSF approved and published
Develop or review policies related to the NQF for the higher education sector	1 policy developed or reviewed and approved
Provide support to institutions in the development and implementation of relevant institutional level policies	5 HEIs provided with support with respect to the development and implementation of relevant institutional policies
Management of the HEQSF: Partnerships and Collaboration	
Undertake joint projects with SAQA, other QCs, the DHET and professional bodies	5 project reports or other submissions from the joint or collaborative projects with SAQA, other QCs, the DHET and professional bodies.
Take part in national events, initiatives and fora on NQF, quality assurance and promotion	5 national events and/or forums on NQF, quality assurance and promotion involved in.
Take part in regional or international initiatives on qualification frameworks, quality assurance and promotion	5 regional and/or international events and/or forums on qualifications framework, quality assurance and promotion involved in



Activities	Indicators and Targets
Quality Promotion and Capacity Development	
Organise and convene quality promotion and capacity building quality fora and other workshops for public and private higher education institutions, and professional bodies	20 quality promotion and capacity building quality forums and/or workshops organised, in a particular financial year
Compile and produce good practice guides on relevant themes	1 good practice guide produced.
Quality Assurance: Accreditation	
Accredit new programmes	85% 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
Closeout open activities of existing programme reaccreditation for private higher education institutions	85% of completed open 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
Organise and conduct site visits to verify the capacity of higher education institutions to offer quality programmes	95% 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



Activities	Indicators and Targets
Quality Assurance: Institutional Audits	
Audit the quality assurance mechanisms of higher education institutions	10 Institutional Audits initiated 20 institutional Self-Evaluation Reports submitted by institutions 20 institutional site visits by CHE audit panels 8 audit reports of completed Institutional Audits finalised and approved 8 institutional Improvement Plans submitted by institutions
Quality Assurance: National Reviews	
Conduct National Reviews of learning programmes in specific subject fields and qualifications	2 National Reviews initiated
Prepare and publish national reports on the state of provision of the reviewed programmes or qualifications	100 % of completed National Reviews that have their reports finalised and approved



Activities	Indicators and Targets
Quality Assurance: Quality Assurance Framework	
Develop the Management Information System to support the implementation of the QAF	A design plan for the QAF-Management Information System approved
Facilitate the development of Higher Education Practice Standards for use in implementing the QAF	Higher Education Practice Standards developed, within a particular financial year
Research, Monitoring and Advice: Research	
Undertake or commission research on selected themes or topics	3 research reports produced
Provide platforms for fostering critical discourses on contemporary issues	2 conferences, colloquia, seminars, or symposia organised
Disseminate research findings through scholarly publishing	2 journals/journal articles or books/book chapters published
Synthesise and package research findings into policy briefs	policy briefs or Briefly Speaking articles produced



Activities	Indicators and Targets
Research, Monitoring and Advice: Monitoring	
Collate and analyse information on key trends and developments in higher education	1 Higher Education Monitor/Review publication produced
Assess the performance of the public higher education sector against national targets on key indicators	1 VitalStats publication produced
Develop and update profiles for higher education institutions	3 institutional profiles produced or updated
Research, Monitoring and Advice: Advice	
Source, analyse and package information into responsive advice	100% of requests for advice responded to with the submission of advice
Synthesise and package research findings into proactive advice	3 pieces of proactive advice produced and submitted



Activities	Indicators and Targets
Corporate: Governance	
Develop or review ICT policies, frameworks, guidelines and procedures	7 ICT policies, frameworks, guidelines and procedures developed or reviewed
Develop or review Human Resources policies, frameworks, guidelines and procedures	7 Human Resources policies, frameworks, guidelines and procedures developed or reviewed
Develop or review financial management and supply chain management policies, frameworks, guidelines and procedures	8 financial management and supply chain management policies, frameworks, guidelines and procedures developed or reviewed,
Organise and convene meetings of the governance structures	22 scheduled governance meetings organised and held
Corporate: Corporate Services	
Develop an annual ICT Operational Plan based on the CHE's approved Digital Transformation Framework	1 developed and approved annual ICT Operational Plans based on the CHE's approved Digital Transformation Framework
Conclude activities reflected in an approved annual ICT Operational Plan	80% of activities concluded as per an approved annual ICT Operational Plan



Activities	Indicators and Targets
Corporate: Corporate Services (cont.)	
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	15 staff training interventions offered
Attract and retain the necessary capabilities in line with the approved posts on the organisational structure	85% of approved posts on the organisational structure that have incumbents throughout a particular financial year
Corporate: Finance and Supply Chain	
Pay eligible suppliers within 30 days from date of receipt of their invoices	100% of eligible suppliers paid within 30 days from dates of receipt of their invoices
Monitor expenditure reports are monitored and submit consolidated reports to the relevant authorities by the compliance date on a quarterly basis	4 approved expenditure reports submitted to DHET by the compliance date



Activities	Indicators and Targets
Corporate: Communications and Stakeholder Relations	
Develop the Communication and Advocacy Plan	1 developed and approved Communication and Advocacy Plan
Conclude activities reflected in the approved Communication and Advocacy Plan.	80% of activities concluded as per the Communication and Advocacy Plan
Promote technically and operationally supported stakeholder engagement events or forums	12 stakeholder events or forums organised in the other programmes/sub-programmes for which technical and operational support is provided

Budget for 2022/23



High-Level Summary of the Revenue

REVENUE	BUDGET ALLOCATED (R'000)
Departmental Transfer	74 486
Projected/Estimated cost of recovery for private accreditation	5 856
Projected/Estimated interest income	1 631
TOTAL	81 973



High-Level Summary of the Expenditure

EXPENDITURE	BUDGET ALLOCATED (R'000)	% OF THE ALLOCATED BUDGET
Compensation of Employees	37 039	45%
Goods and Services	44 934	55%
TOTAL	81 973	100%



Budget Allocation on Compensation of Employees for the Financial Year 2022/2023

PROGRAMMES	LOADED BUDGET
Administration	R 15 508 232.04
Quality Assurance	R 15 119 056.92
Research, Monitoring and Advice	R 4 406 942.51
Management of HEQSF	R 2 004 768.53
Total	R 37 039 000.00



Notes on Compensation of Employees Budget

- The budget allocation is based on the number of employees per Programme and salary scales of employees.
- The budget covers 53 funded posts (48 permanent & 5 fixed) from various programmes and constitutes 45% of the total baseline budget allocation.
- Programme: Administration has 23 funded posts (21 permanent & 2 fixed) and includes the payment to Liberty contributions for all permanent employees @ R63 00.00 per month and constitutes 42% of the total compensation of the employees.
- Programme: Quality Assurance has 22 funded posts (22 permanent) and constitutes 41% of the total compensation of the employees.
- Programme: Research, Monitoring and Advice has 6 funded posts (4 permanent & 2 fixed) and constitutes 12% of the total compensation of the employees.
- Programme: Management of HEQSF has 2 funded posts (1 permanent & 1 fixed) and constitutes 6% of the total compensation of employees.



Budget Allocation on Goods & Services for the Financial Year 2022/2023

PROGRAMMES	LOADED BUDGET
Administration	R 19 582 522.04
Quality Assurance	R 13 474 423.96
Research, Monitoring and Advice	R 5 663 000.00
Management of the HEQSF	R 6 214 054.00
TOTAL	R 44 934 000.000



Notes on Goods and Services Budget

- The budget allocation is based on activities that need to be undertaken to achieve the set strategic objectives of the Programmes as per the APP.
- The budget methodology used is zero-based and activity-based budget.
- The goods and services budget constitutes 55% of the total baseline budget allocation and includes:
 - Programme: Administration constitutes 44% of the total goods and services of which 23% is for active 24 fixed and 21 variable contracts.
 - Programme: Quality Assurance constitutes 31% of the total goods and services.
 - Programme: Research, Monitoring and Advice constitute 13% of the total goods and services.
 - Programme: Management of the HEQSF constitute 14% of the total goods and services.



Thank You