

# Annual Performance Plan

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2022/2023





# ANNUAL PERFORMANCE PLAN 2022/23

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## ACCOUNTING AUTHORITY STATEMENT

Since the establishment of the Quality Council for Trades and Occupations (QCTO) in 2010, much progress has been made in the implementation of the Occupational Qualifications Sub-Framework, its policies, criteria and guidelines.

As we prepare our third Strategic Plan (revised), we do so with renewed focus and support from our strategic partners. The current changes within the Post-School Education and Training (PSET) policy environment, such as the promulgation of the National Skills Development Plan (NSDP) and the development of the Department of Higher Education and Training (DHET) Skills Strategy, have brought about a number of opportunities that may lead to the expansion of the QCTO and its national footprint.

The QCTO has managed to weather many storms over the last 10 years. The organisation made significant strides in the implementation of its new organisational structure as well as the implementation of its plan for revoking quality assurance functions delegated to Sector Education and Training Authorities (SETAs). This has set the strategic trajectory of the organisation in line with the ideals as espoused in the White Paper for Post-School Education and Training (WPPSET). The implementation and full funding of the QCTO's legislative mandate will further strengthen the resolve of the Council and management of the QCTO as it works diligently towards the principles as adopted in the National Skills Development Plan (NSDP) and intervention in the Skills Strategy.

The Council, CEO and staff are fully committed to ensuring the successful implementation of this revised Strategic Plan and the targets as set in the National Development Plan (NDP).

In respect of achieving its full legislative mandate, the QCTO has resolved that over the next five years, it will be directed by the following strategic imperatives adopted by Council:

- Creating a dynamic Occupational Qualifications Sub-Framework (OQSF)
- Ensure the development and quality assurance of occupational qualifications, part qualifications and skills programmes that are responsive to labour market and developmental state initiatives
- Creating a QCTO that is a learning organisation

Let me take this opportunity to express my sincere appreciation to all who so valiantly support the vision and mission of the QCTO.

The QCTO appreciates the noble opportunity to serve the nation in our quest to QUALIFY A SKILLED AND CAPABLE WORKFORCE that is self-employed or more employable.



Ms Sibongile Antoni

**Acting Chairperson of the Quality Council for Trades and Occupations**



## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Quality Council for Trades and Occupations (QCTO) under the guidance of the Minister of Higher Education, Science and Innovation
- Takes into account all the relevant policies, legislation and other mandates for which the QCTO is responsible
- Accurately reflects the Impact, Outcomes and Outputs which the QCTO will endeavour to achieve over the period 2022/23



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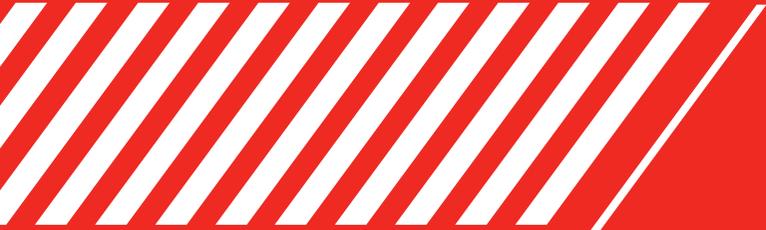


Mr Innocent Gumbochuma  
**Chief Financial Officer**

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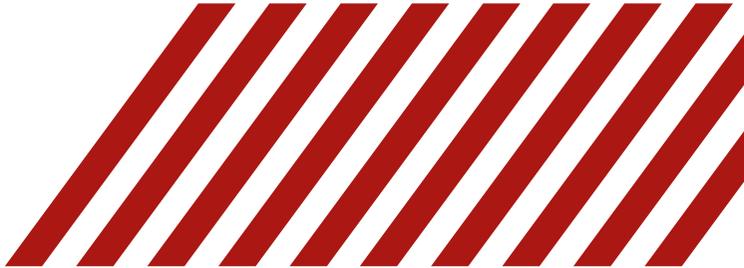




# PART A

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Our Mandate



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## 1. Constitutional Mandate

While the QCTO is not directly referenced in the Constitution, there are two sections in the Bill of Rights relating to its function:

Section 22:

22. Freedom of trade, occupation and profession

Every citizen has the right to choose their trade, occupation or profession freely. The practice of a trade, occupation or profession may be regulated by law.

Section 29:

Education

29(1) Everyone has the right

a. to a basic education, including adult basic education; and

b. to further education, which the state, through reasonable measures, must make progressively available and accessible.

Through the development of a dynamic Occupational Qualifications Sub-Framework (OQSF), the Quality Council for Trades and Occupations (QCTO) ensures the availability of occupational qualifications, part qualifications, skills programmes and trades allowing its citizens to freely choose their trade, occupation or profession in support of Section 22.

In the development, assessment, certification and the quality assurance of registered occupational qualifications and part qualifications including skills programmes on the Occupational Qualifications Sub-Framework (OQSF, QCTO is making available and accessible “further education” in the Post-School Education and Training (PSET) in support of Section 29(1)(b).

## 2. Legislative Mandate

In summary, the functions of the QCTO as per legislative mandate are:

- a. Management of the Occupational Qualifications Sub-framework (OQSF)
- b. Design, develop and improve occupational qualifications
- c. Quality Assurance of occupational qualifications
- d. Assessment and moderation of occupational qualifications
- e. Certification of occupational qualifications

The following Acts and Legislation are applicable:

### 2.1. National Qualifications Framework Act, No. 67 of 2008 (as amended)

The National Qualifications Framework (NQF) Act (as amended) is the principle Act for the qualification sub-frameworks on the NQF as well as within the ambit of the Skills Development Act (SDA) (as amended), the General and Further and Education and Training Qualification Act (GENFETQA Act) and the Higher Education Act assigning specific functions to each of the three quality councils.

The following extracts from the NQF Act (as amended) provide a summary of the National Qualifications Framework and the functions of the Quality Councils:

#### Section 4 – Framework

“The NQF is a comprehensive system approved by the Minister for the classification, registration, publication and articulation of quality-assured national qualifications.”

#### Section 7 – Sub-Frameworks

The NQF is a single integrated system which comprises of three co-ordinated qualifications sub-frameworks for:

- a. General and Further Education and training, contemplated in the GENFETQA Act;
- b. Higher Education, contemplated in the Higher Education Act; and
- c. Trades and Occupations, contemplated in the Skills Development Act.

#### Section 27 – Quality Councils

All three Quality Councils perform their functions in line with the NQF Act and the respective Acts establishing such quality Councils with regard to the development, implementation and quality assurance of their respective qualification sub-framework, qualifications and part qualifications, and the learning and assessment provision thereof, and must:

- a. perform its (their) functions subject to this Act and the law by which the QC is established;
- b. comply with any policy determined by the Minister in terms of section 8(2)(b);
- c. consider the Minister’s guidelines contemplated in section 8(2)(c);
- e. (iii) perform any other function required by this Act; and
- f. (iv) perform any function consistent with this Act that the relevant Minister may determine.

More detailed prescriptions are contained in Section 27 of the NQF Act (as amended).

In terms of the National Qualifications Act, the specific mandate of the QCTO is:

- Develop and manage its sub-framework, make recommendations and advise the Minister on matters relating to its sub-framework
- Consider and agree on level descriptors ensuring that they remain current and appropriate
- Develop and recommend qualifications to the South African Qualifications Authority for registration
- Develop and implement quality assurance policy for registered qualifications
- Maintain a database of learner achievements and submit learners' achievement data to SAQA for recording on the National Learner's Records Database
- Conduct or commission and publish research
- Inform the public about its sub-framework

### 2.1.1. Determination of the Sub-Frameworks that comprise the National Qualifications Framework

In December 2012, the Minister of Higher Education and Training published Government Gazette No. 36003 on the determination of the three sub-frameworks that make the National Qualifications Framework (NQF). The determination proposes that the focus of the Occupational Qualifications Sub-framework (OQSF) should be on Levels 1 to 6 of the NQF. Following consultation, the Minister published Government Gazette No. 36803 on 30 August 2013, amending the determination of the sub-frameworks comprising the NQF. In this Gazette, the Minister maintained the need for the OQSF development to focus on NQF Levels 1 to 8.

In summary, the functions of the QCTO as per legislative mandate are:

- a. Management of the Occupational Qualifications Sub-Framework (OQSF)
- b. Design, develop and improve occupational standards and qualifications
- c. Quality Assurance of occupational standards and qualifications
- d. Assessment and moderation of occupational qualifications
- e. Certification of occupational qualifications

Based on the content of the two Gazettes, the QCTO finalised the Occupational Qualifications Sub-Framework policy document, which was published via Gazette in July 2014. The QCTO continues to manage the historically registered (unit standards, NATED programmes and provider based) qualifications, for which the delegation of quality assurance functions is being incrementally recalled by the QCTO from the DHET (SETAs and TVET Branch) and relevant professional bodies.

The registration of qualifications and the significant reduction in numbers of historically registered qualifications remain areas of high importance to the QCTO.

Rigorous mechanisms used to examine the data and conduct validity testing have, and will continue to enable, the QCTO to expire historically registered qualifications that have not had learner uptake for a period of time, and to realign or reconstruct those that do have learner uptake into occupational qualifications.

The QCTO took over the issuing of trade certificates in October 2013 and no backlogs have existed since the end of the 2014/15 cycle. The average turnaround time for the QCTO to issue a trade certificate continues to improve as SETAs are more responsive to adhering to timeframes stipulated in the Trade Test Regulations to ensure trade testing results are immediately submitted to NAMB to recommend for certification.

With respect to accomplishing its mandate, the work of the QCTO over the period of the 2015/2016 to 2019/2020 Strategic Plan can be encapsulated into two main strategic goals:

- Establishing an organisation that has a sound foundation enabling its sustainability for years to come
- Ensuring that South African citizens have access to credible skills training that supports both industrial and social development

The QCTO published its revised Occupational Qualifications Sub-Framework (OQSF) Policy on 2 March 2020 (Government Gazette No. 43062). Subsequent to consultation with key NQF bodies, the QCTO temporarily withdrew the revised OQSF Policy through the publication of the Government Gazette No. 43732, on 24 September 2020, pending the publication of the Determination of the Sub-Frameworks that comprise the National Qualifications Framework.

The Minister of Higher Education, Science and Innovation subsequently published the Determination of the Sub-Frameworks that comprise the National Qualifications Framework in Government Gazette No. 44031 on 24 December 2020. After further consultation with NQF bodies, the QCTO revised its OQSF Policy (2021) to address matters as per the new Determination. The amended revised OQSF Policy (2021) has subsequently been approved by the Third Council of the QCTO and has been submitted to the Minister for his consideration and approval for publication in the Government Gazette. At the time of writing the revised Strategic Plan 2020/21 – 2024/25, the revised OQSF Policy (2021) was not yet published.

To achieve sustainability of the organisation the QCTO must have a well-developed corporate structure for Human Resources, Information Technology and Finance and Supply Chain Management in particular. Hence the inclusion in the strategic document of objectives that track developments in these three areas.

To create credible skills training opportunities, there is need for qualifications employers find acceptable and must be seen as credible. Thus the strong focus on implementing a stringent quality assurance regime promoting a more risk-based approach and monitoring of learning provision in particular. The QCTO has committed to creating a vibrant PSET System by ensuring exciting and relevant occupational qualifications are developed for use in this system.

## 2.2. Skills Development Act (SDA), No. 97 of 1998 (as amended)

The Skills Development Act, as amended in 2008, provides for the establishment, composition, constitution and other functions of the QCTO providing the requirements for the:

- Corporate form of the QCTO (structure and functions)
- Core services of the QCTO (products and services)

The following table summarises the relevant sections of the Skills Development Act as they relate to the QCTO:

Chapter 6C – Quality Council for Trades and Occupations  
 Section 26F – Policy on occupational standards and qualifications  
 Section 26G – Establishment of the QCTO  
 Section 26H – Functions of the QCTO  
 Section 26I – Delegation of functions  
 Section 26J – Regulations regarding occupational standards and qualifications  
 Section 5(1)(dA) – Functions of National Skills Authority  
 Section 6(2)(h) – Composition of National Skills Authority and term and vacation of office  
 Section 10(1)(e) and (j) – Functions of SETA  
 Section 17(1)(c) – Learnership agreements  
 Section 22(2)(c)(vii) – Administration of Act by Department  
 Section 26(A)(2)(b) – National Artisan Moderation Body  
 Section 26(D)(4) and (5) – Trade Tests  
 Schedule 3 – Composition and Constitution of the QCTO  
 Schedule 3(1) – Composition of QCTO  
 Schedule 3(2) – Constitution of QCTO

In terms of the Skills Development Act, the specific mandate of the QCTO is as follows:

- **To oversee the development and maintenance of the Occupational Qualifications Sub-Framework on the National Qualifications Framework;**
  - To advise the Minister of Higher Education and Training on all matters of policy concerning occupational standards and qualifications

- To establish and maintain occupational standards and qualifications
- To quality assure occupational standards and qualifications and learning in and for the workplace
- To design and develop occupational standards and qualifications and submit them to the SAQA for registration on the National Qualifications Framework, and
- To ensure the quality of occupational standards and qualifications and as well as learning in and for the workplace.

## 2.3. Higher Education Laws Amendment Act No. 26 of 2010

On 7 December 2010, the Higher Education Laws Amendment Act was passed in which the following sections of the Skills Development Act, relevant to the QCTO, were amended.

Amendment of section 26 of Act 97 of 1998, as inserted by section 11 of Act 37 of 2008:

5. Section 26G of the Skills Development Act, 1998, is hereby amended by the substitution of subsection (5) of the following subsection:

- (5)(a) The Minister must appoint the Chief Executive Officer of the QCTO on the recommendation of the members of the QCTO
- (b) If the Minister does not agree with the recommendation of the members of the QCTO, they must make another recommendation for consideration by the Minister
- (c) The QCTO must appoint such number of employees to assist the QCTO in the performance of its functions as it may deem necessary
- (d) Despite paragraph (a), the QCTO is the employer of the executive officer and employees and must determine their remuneration, allowances, subsidies and other conditions of service
- (e) Staff identified in posts on the establishment of the Department who immediately before the commencement of the Higher Education Laws Amendment Act, 2010, perform functions relating to the administrative management of the QCTO may, subject to section 197 of the Labour Relations Act, 1995 (Act No. 66 of 1995), be appointed or transferred to the QCTO.

## 2.4. Public Finance Management Act, No. 1 of 1999

On 31 December 2010, the QCTO was listed as a Schedule 3A Public Entity under the Public Finance Management Act, effective retrospectively from 1 April 2010 (Gazette Notice 33900), as per section 26(G)(1) of the SDA. It is therefore subject to all the measures outlined in that Act relevant to such entities.



### 3. Institutional Policies and Strategies Over the Five-Year Planning Period

While the legislative mandate of the QCTO is underpinned by the National Qualifications Framework (NQF) Act (as amended), the Skills Development Act (SDA) (as amended) and other key national imperatives such as the National Development Plan, the QCTO is keenly aware of the magnitude and scope of its operations, which it takes seriously.

The QCTO is gearing towards the implementation of a number of key policies and strategies over the period of its Five-Year Strategic Plan. These include:

- The South African Economic Reconstruction and Recovery Plan (ERRP)
- DHET's Skills Strategy in response to the ERRP
- The National Skills Development Plan (NSDP)
- The National Plan for Post-School Education and Training (NP PSET)
- The SETA landscape
- Revised Occupational Qualifications Sub-Framework (OQSF) Policy
- Movement of N1-N3 programmes to QCTO
- Quality Assurance of NATED programmes (OQSF)
- Amendments of the NQF Act, NQF implementation plan, policies, standards and guidelines (like RPL policy, Articulation and CAT policy, etc.)
- Review and amendment of the Skills Development Act, regulations and policies
- Review of SETA Grant Regulations
- QCTO plan for the revoking of quality assurance functions delegated to SETAs
- The possible absorption of the National Artisan Moderation Body (NAMB) into the QCTO and the review of trade test regulations and policy, criteria and guideline documents
- Implementation of Workplace-Based learning Regulations
- Review of internal strategies, policies, criteria and guidelines as a result of the legislative changes
- Development, revision and implementation of:
  - Human Resources Policy
  - Policies in line with the Fourth Industrial Revolution (4IR) and its potential impact on the QCTO ecosystem
  - Capacity Building Strategy
  - Master Systems Plan
  - Stakeholder Management Strategy and Plan
  - Change Management Strategy
  - Strategy and plan for a responsive and learning organisation
  - Strategy and plan for the implementation of occupational qualifications, part qualifications and skills programmes in TVETs and CETs

### 4. Relevant Court Rulings

There are no pending or active matters of litigation to report on.



# PART B

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Our Strategic Focus

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## 5. VISION

The QCTO vision is to qualify a skilled and capable workforce.

## 6. MISSION

The QCTO's mission is to effectively and efficiently manage the occupational qualifications sub-framework in order to set standards, develop and quality assure national occupational qualifications, part qualifications and skills programmes for all who want a trade or occupation and, where appropriate, professions.

## 7. VALUES

### **Innovation and Excellence**

We rise to opportunities and challenges, we continuously learn, we are innovative, and we consistently produce work of distinction and fine quality, on time, and in line with our clients' needs.

### **Empowerment and Recognition**

We enable people to make things happen, we encourage and support one another when and where needed, and we celebrate successful accomplishment of work.

### **Respect and Dignity**

We value and show consideration for all the people we work with, treat one another with kindness and thoughtfulness, and embrace inclusivity.

### **Ethics and Integrity**

We embrace and practice a moral code of trustworthiness, honesty and truthfulness in everything we say and do, and we honour our promises and commitments.

### **Ownership and Accountability**

We take ownership of our responsibilities and we answer for our decisions and actions.

### **Authenticity**

We protect the public by issuing authentic, quality qualifications.



## 8. SITUATIONAL ANALYSIS

### 8.1. External Environment Analysis

#### 8.1.1. Policy Imperatives

The basic mandate of the QCTO is to develop and quality assure occupational (which includes trades) qualifications and part qualifications (including skills programmes) as well as manage the Occupational Qualification Sub-Framework (OQSF). This latter aspect of the organisation's mandate encompasses:

- Developing and submitting new occupational qualifications and part qualifications to SAQA for registration
- Overseeing the NATED Report 190/1 Part 2 qualifications (N4 to N6 and National N Diploma) along with the total revision of these qualifications
- Overseeing the historically registered (unit standard based, and private provider based) qualifications and deregistration or redesign thereof as the case may be
- Realignment of Occupational Certificates into the nomenclature as proposed in the Revised OQSF (2021)

Managing the core objectives and related outcomes of the OQSF, including accreditation of Skills Development Providers (SDPs) and assessment Centres, Recognition of Prior Learning (RPL), articulation, standardised final integrated assessments and certification are taking centre stage as matters of priority.

The quality assurance system ensures a consistent system, which provides the assurance foundation for verifiable authenticity of certificates issued. Our RPL regime promotes lifelong learning as indicated in the various policies of the country.

The development, management, quality assurance and certification of skills programmes.

In performing these duties, the organisation takes cognisance of the various national policy initiatives and imperatives including the:

- South African Economic Reconstruction and Recovery Plan (2020)
- Draft DHET Economic Reconstruction and Recovery Skills Strategy (26 June 2021)
- Medium-Term Strategic Framework (2019-2024)
- White Paper for Post-School Education and Training
- National Development Plan
- National Skills Development Plan
- Draft National Plan for Post-School Education and Training
- Ministerial Guidelines on Implementation of the National Qualifications Framework (NQF)

- Revised Strategic Plan 2020/21 to 2024/25 of the Department of Higher Education and Training
- NQF Evaluation Improvement Plan

In respect of national policy initiatives, the QCTO has fully embraced the White Paper for Post-School Education and Training (WP PSET) and the National Skills Development Plan (NSDP), acknowledging the importance of the QCTO's contribution to the success of national policy initiatives through the execution of its mandate. In particular, the QCTO contribution to the following aspects of the White Paper:

Stronger and more cooperative relationships between education and training institutions and the workplace/industry:

- Strengthen and expand the TVET college system
- Review and rationalise occupational qualifications
- Improve quality assurance processes and standardise these across the system
- Continue to standardise curricula development.

#### Medium-Term Strategic Framework (2019-2024) and the National Development Plan

The QCTO contributes to Priority 3: Education, Skills and Health of the Medium-Term Strategic Framework (MTSF) for 2019 to 2024. The successful implementation of the MTSF and the NDP remains critically dependent on access to education and training of the highest quality. The QCTO diligently pursues increasing access to occupationally directed programmes in alignment with economic areas of highest demand, with specific focus on increasing the supply of artisan skills, which is facilitated through an emphasis on TVET college expansion.

In executing its mandate, the QCTO has prioritised the development of trade qualifications, in particular those related to the Strategic Integrated Projects (SIPs), as well as the priority list of the National Artisan Moderation Body (NAMMB) including the Draft DHESI Skills Strategy in response to the South African Economic Reconstruction and Recovery Plan. Support for the Decade of the Artisan is evidenced by the organisation's work on the War on Leaks projects and support for Expanded Public Works Projects (EPWP).

The National Development Plan (NDP) has set a target for the introduction of 30 000 skilled artisans to join the workplace per year by 2030 as an imperative for producing a skilled and capable workforce engaged in sustainable economic endeavour.

According to the Bureau for Economic Research *2020 Assessment Report on South Africa's progress towards its development objectives*, South Africa needs a skills revolution to accelerate economic growth. The report indicates that access to early childhood



development (ECD), basic education, and further and higher education needs to be expanded, complemented by a national research and innovation system.

The report noted 21 000 artisan qualifications obtained in 2019 and 15 000 in 2012 in relation to the NDP target of 30 000 by 2030. *The analysis of PSET trends towards NDP 2030 Report (August 2020)*, also indicates that the system is not demonstrating sufficient progress towards producing the NDP target of 30 000 per annum, with 19 355 artisans certified in 2018.

### **The White Paper for Post-School Education and Training (WP PSET)**

**The White Paper's** focus on expansion of TVET Colleges has been an important driver of the QCTO's operations. Substantial work has been performed on converting the NATED qualifications into occupational qualifications that have significant relevance to industry. This work will continue to be a major focus of the QCTO over the period 2022/23, and engineering studies are being reconstructed in conjunction with relevant stakeholders like DHET and the Engineering Council of South Africa (ECSA).

Engagement with TVET Colleges, both public and private, will be strengthened with a focus on implementing registered occupational qualifications. However, this project was hampered by COVID-19 and budget cuts. Improved quality assurance regimens are being implemented and will continue to be enhanced. External assessments, executed by skilled and qualified assessors, in conjunction with stringent moderation, will provide a credible cornerstone for the award of occupational qualifications, and act as an important mechanism to validate learner competence.

The White Paper seeks to achieve a Post-school System that:

- can assist in building a fair, equitable, non-racial, non-sexist and democratic SA;
- a single, co-ordinated PSET system
- expanded access
- improved quality and increased diversity of provision
- a stronger and more co-operative relationship between education and training institutions and the workplace; and
- PSET system that is responsive to the needs of individual citizens, employers in both public and private sectors, as well as broader societal and developmental objectives

### **The National Skills Development Plan (NSDP)**

The NSDP and the new SETA landscape were ushered in on 1 April 2020 (DHET Skills Development Circular 02 of 2019 and 03 of 2019). This new dispensation will bring about changes to the leadership and governance in skills development. SETAs will remain an authoritative voice of the labour markets and experts in their respective

sectors. According to the NSDP, for the country to achieve high levels of economic growth and address unemployment, poverty and inequality, social partners must work together to invest in skills development in order to achieve the vision of an educated, skilled and capable workforce for South Africa.

The NSDP states that the Quality Assurance Function (QAF) needs to be streamlined. Quality assurance conducted by SETAs and NAMB will be integrated into the QCTO. Funding allocation from the fiscus and skills levy will be reviewed to ensure the QCTO is adequately resourced to comply with its legislative mandate. The NSDP outlines the scope of the SETAs and, crucially, highlights the institutional arrangements of the SETAs: as follows:

- SETAs will have no limited lifespan but a mechanism to address non-performance will be established
- Where required, the Minister will introduce institutional reviews, as the socio-economic policy environment is not static
- SETA's demarcation, amongst others, will be based on industrial classification, value chain and financial viability; and
- Establishment of Shared Services, where practically possible

In order to give effect to the NSDP, the QCTO has entered into MoUs with SETAs, which allow the QCTO to execute its quality assurance (previously delegated to SETAs) while the SETAs will remain responsible for the quality control of activities relating skills development.

### **Ministerial Guidelines on Implementation of the National Qualifications Framework (NQF)**

Simplification of the NQF, qualification development and registration, and enhancement of quality assurance functions are central focus areas of the guidelines. In these three instances, the QCTO excelled with a significant reduction of historically registered qualifications, with the registration of over 400 occupational qualifications, part qualifications and skills programmes and the eradication of certification backlogs. We expect this upward trajectory to continue in line with demand for occupations in high demand as well as skills required for the future world of work.

### **Revised Strategic Plan 2020/21 to 2024/25 of the Department of Higher Education and Training**

The DHET's revised Strategic Plan calls, amongst others, for the effective management of artisan development assessment services inclusive of RPL. The QCTO's mandate directly aligns with this objective of the Department, as the QCTO will continue to develop and realign trade qualifications that form the basis of artisan development. The QCTO works closely with the National Artisan Moderation Body (NAMB), which

is the Assessment Quality Partner (AQP) of the QCTO for trade qualifications. In this context, the QCTO ensures timely accreditation of assessment centres and verification of assessments, including RPL, against QCTO standards.

The QCTO's revised Strategic Plan and Annual Performance Plan (APP) 2021/22 resonates with the following outcomes outlined in the department's revised Strategic Plan:

- Expanded access to PSET opportunities
- Improved success and efficiency of the PSET system
- Improved quality of PSET provisioning
- A responsive PSET system

### **Industrial Policy Action Plan (IPAP)**

Industrial policy has the over-arching objective of enhancing the productive capabilities of the economy. In other words, industrial policy aims to increase the economy's ability to produce increasingly complex and high value-added products with greater efficiency. In simple terms, the objective is to produce more value using less resources. Building the economy's industrial capabilities is a continuous and long-term endeavour as technologies continuously evolve.

### **The NQF Evaluation Improvement Plan**

The improvement plan makes the following recommendations that are of relevance to the QCTO:

- The DHET, the Department of Basic Education (DBE), SAQA and the Quality Councils must prioritise the revision of the objectives of the NQF set out in the Act to ensure that they describe the specific contribution of the NQF to the systemic goals. To accomplish this, the DHET, SAQA and Quality Councils must consider the following actions.
  - SAQA, DHET and the Quality Councils must create theories of change and/or log frames that can be used as tools to clarify: the following:
    - a. the aims and objectives of the NQF, and how these will contribute to the broader goals of the education and training system., and
    - b. how the specific NQF objectives are expected to be achieved. The required tools should be developed through cooperation between the NQF bodies and other key stakeholders and experts in the economic areas of greatest priority. Fundamentally, the intent of this recommendation is to use the theory of change approach (or any other appropriate method) to agree on how the NQF Act will be implemented and its objectives achieved.
  - DHET, in consultation with DBE, SAQA, and the Quality Councils, must finalise the standards and criteria that all policies and guidelines developed under the NQF Act should comply with.

Furthermore, a decision was made that the QCTO should take responsibility for the quality assurance and conversion of the NATED 191 Part 2 qualifications offered by TVET colleges. The QCTO continues to manage the legacy (unit standards based) qualifications, the quality assurance of which is currently delegated to the SETAs.

The plan to withdraw these delegations, without disrupting the system, began in 2015/2016 and a business case was submitted to the Minister for consideration and approval. Subsequent to the approval of the QCTO plan for the revoking of quality assurance functions delegated to SETAs, QCTO has entered into Service Level Agreements (SLAs) with each SETA to ensure the transitional period is managed accordingly with little disruption to the system at large.

The QCTO is committed to addressing challenges that present themselves with the quality assurance and conversion of the NATED 191 Part 2 qualifications and the revision of the future role of the SETAs holistically. This is done by focusing on closing policy gaps and the finalisation of systems central to the success of transitional arrangements and future establishment of a streamlined qualification verification and accreditation mechanism that includes the reduction of legacy qualifications and the registration of qualifications aligned to the mandated imperatives of QCTO.

Detailed plans have been formulated and implemented to expedite qualification registration of qualifications identified as integral to addressing scarce and critical skills needs as well as occupations and skills in high demand. Similarly, plans to eliminate or substitute legacy qualifications are in progress. The plan includes revoking the current delegations assigned to SETAs and to incorporate the execution of the delegations revoked in the organisational design of the QCTO.

In respect of accomplishing its mandate, the work of the QCTO over the next five years as encapsulated in the strategic plan will be guided by the following strategic imperatives adopted by Council:

- Creating a dynamic Occupational Qualifications Sub-Framework
- Adopting special focus on TVETs and CETs
- Creating a QCTO that is a learning organization

#### **8.1.2. Opportunities**

The sixth administration, that came into power after the 2019 elections, expressed its intent to focus on improving the performance of the South African economy. Combining this with the revoking of the SETA delegations in terms of quality assurance will afford the QCTO more relevance. Furthermore, the publication of the revised OQSF Policy will streamline occupational qualifications management. The 4th Industrial Revolution (4IR) will require new qualifications, which represent an opportunity.



The future world of work (FWOW) discussion presents more opportunities to develop new qualifications. Generally, keeping up with the discussion on the changing environment will allow for adequate and timely responses in the development and registration of new qualifications to provide for skills required to support 4IR initiatives, green skills to support issues pertaining to renewable energy and skills to support the informal sector.

The current high level of unemployment in South Africa is a scourge that means that there will be more demand for the services of the QCTO from people requiring appropriate qualifications to enter a skills-oriented workplace where particularly qualified artisans remain in high demand. The emergence of social entrepreneurship also presents an opportunity.

The growing acceptance of distance learning and online assessments present further opportunities for the QCTO to make effective use of social media for marketing.

The disruption caused by COVID-19, while having a negative impact, will provide a number of opportunities for the QCTO as it relates automation and access to new technology to fast track the implementation of interventions to mitigate the long term impact on the PSET sector.

### 8.1.3. Threats

The QCTO recognises the need for it to align its strategy to the current administration, and as such, will place greater emphasis on ensuring that its mandate and role is well understood and supported by its stakeholders.

In responding to the needs of the 4IR and the green economy, the QCTO recognises that while this represents a lucrative opportunity it also carries the potential to manifest as a threat if current capacity constraints within the organisation are not promptly and adequately addressed. This, coupled with rapid and perpetual emergence of new technologies, may threaten the QCTO's sustained relevance to stakeholders unless it develops the ability to adapt through building response capabilities and agility within the organisation.

Potential amendments to the NQF Act, combined with constant changes to education and the SETA landscape, if not well responded to may also pose a threat to the organisation's standing.

The long-term effect and impact of COVID-19 pandemic and the skills levy holiday implemented in 2020 will have dire consequences for skills development in South Africa.

## 8.2. Internal Environment Analysis

### 8.2.1. Overview

The QCTO was first established as a project within the Department of Labour in 2007. When the Department of Higher Education and Training (DHET) was first established as an autonomous Department in 2009, the entities and functions facilitating skills development at the time were incorporated into its mandate. The administration of these functions was assigned to what is currently known as the Skills Branch of the DHET and the QCTO was established in the process.

The QCTO was formalised as a public entity on the 31 December 2010 via Gazette No. 33900, the classification of the QCTO as a public entity was gazetted as being effective retrospectively from 01 April 2010. The QCTO was, however, only formally operationalised in July 2011 when a Memorandum of Agreement (MoA) was concluded which permitted the QCTO to use various DHET policies, as per regulation, to operate officially as a public entity.

The MoA, however, was not a panacea as:

- The process model for qualification development, which drives one of the core business elements, was still being revised, debated and tested
- The process model for quality assurance was still in its very early stages
- A Council had not been fully established with all the necessary committees
- A permanent staff establishment did not exist

The QCTO was only fully and autonomously operationalised in 2012 when two key events established the authority and role of the QCTO within the workplace based skills accreditation and certification sphere.

The first event of significance was the establishment of two committees, the Occupational Quality Assurance Committee and the Occupational Qualifications Committee. The second was the recruitment and appointment of permanent staff at various levels within the organisation. The QCTO has made significant strides since 2012, however it remains constrained in its growth and development as an entity due to policy constraints and a lack of funding.

The revision of the SETA delegations and the incorporation of those delegations into the QCTO mandate will afford the QCTO the opportunity to annually apply for a portion of the funding currently allocated to the SETAs. This will afford greater certainty with regard to the funding required and the timing of cash flows the QCTO can rely on. The growing mandate assigned to QCTO is a cause for great concern as there is a significant disparity between current funding and the resources required by QCTO to effectively and sustainably fulfil its legislative mandate.

The other most significant material constraint and impediment to the National Development Plan, as experienced by QCTO, is the lack of enough workplaces to facilitate workplace-based occupational qualifications and artisan development at an adequate rate.

The QCTO has weathered a number of storms over the past 10 years, but proved to be resilient in responding adequately to the challenges it faced.

### 8.2.2. Strengths

The QCTO has a clear, legislated mandate and will receive more functions during the following year when some of the SETA quality assurance functions are transferred to it for execution. Management is confident that all the necessary and relevant governance structures are in place and are functioning well, including council and committees. There are also well-established systems and policies in place. The QCTO has obtained a clean audit for three consecutive years.

The organisation has systems positioning it competitively in terms of its collaborative association to TVET colleges, CETs, professional bodies, etc. Such systems include, among others, an Occupational Quality Assurance System with clear standards and monitoring. The QCTO is in the process of implementing an MIS system which will enhance the effectiveness and efficiency of operations. A good centralised internal communication system is also in place.

Working from home and the automation of many of the QCTO's business processes allows it to be responsive to the changing landscape of skills development.

### 8.2.3. Weaknesses

The weaknesses identified include the need to ensure ongoing capacity building and an organisational culture that enables the organisation to respond with urgency to delivering the stated internal deadlines and the implementation of consequence management. Another relates to high rates of absenteeism attributable to employee wellness and stress management. Inadequate skills, knowledge and competence are pervasive constraints within the organisation and require an intensive training intervention response. Attracting and retaining quality staff remains an ongoing challenge as the QCTO is unable to offer adequately competitive remuneration packages.

There is lack of transparency and the absence of unity in terms of 'communicating a common message'. The communication model has gaps, specifically in interpretation, and there is inadequate consistency in external messaging about the QCTO and its services. This, in turn, limits the extent to which stakeholders know and understand

the QCTO and dents its reputation. Relationships with stakeholders are not optimal. Internal communication is also characterised by units working in silos with limited understanding of the inter-relations and synergies between organisational processes.

The level of confidence in the MIS system and its uptake internally by staff are also not optimal to allow the organisation to take full advantage of this system. Employee knowledge and experience in technology and online tools pose as weakness for the organisation. This is also linked to lack of online tools and the absence of a dedicated software and technology team, as the organisation needs to be current and relevant.

This Annual Performance Plan is crafted to, among other things, respond to these areas of weakness in the organisation in a more co-ordinated and synchronised manner.

## 9. OVERVIEW OF 2022/23 BUDGET AND MTEF ESTIMATES

The QCTO was allocated R122,7 million for 2020/21 financial year. The approved allocation for 2021/21 was R119,0 million, which includes approved retention of surplus of R23,6 million. The original request was for R 275 million in line with costing analysis as per the QCTO Business Case. The SETA Levy Grant request for the 2022/23 financial year was R145 million and only R96,1 million was approved. The projections for the outer financial years 2023/24 and 2024/25 (yet to be approved) are R100,9 million and R106 million respectively. The DHET funds from the fiscus are projections as provided by the Department. The amounts also factor in the reductions as stipulated in the National Treasury Revised Baseline Allocations for 2021/22 to 2024/25. The outer years are estimates based on an average 6% increase in the allocation.

The original funding base for the QCTO was arbitrarily determined and was intended for the initial establishment of the QCTO. The allocation does not cover in full the funds required by the QCTO to execute its full mandate. Therefore, in addition to the 6% annual inflation factored, the baseline grant allocation as from 2019/20 was initially expected to grow by approximately R30 million per annum over the MTEF period and the years beyond on the basis of the QCTO's 2018/19 MTEF budget submission to the DHET.

The allocation letter received by QCTO with Indicative Medium Term Allocations for 2019/20 to 2021/22 did not include the R30 million additional base line increase over the MTEF period as per the submission by QCTO. On the contrary, QCTO's base line was reduced by R9,3 million across the MTEF period. This necessitated the QCTO's projected revenue and expenditure MTEF budgets be revised accordingly to fall in line with the reduced amounts which National Treasury indicated will be from compensation. Further



adjustments were implemented as per National Treasury directive for the 2020/21 financial year, which then affects the projections for the 2021/22 and outer years.

On the other hand, the SETA grant has grown by 8% as approved from 2019/20 to 2020/21 and was projected to grow at a rate of 9% for the two outer years. This has not been the case for 2021/22 financial year as the approved allocation is only 47% of the requested amount and for 2022/23 its 66%. Compared to the 2021/22 allocation it is an increase of 19%, which will help the QCTO to increase some targets.

The percentage trends, although inadequate, were based on the SETA grant funds approved and received in the past financial years as well as the future growth projections of the organisation. Furthermore due to the impact of COVID-19, the QCTO baseline allocation has not been increased significantly for the MTEF, 2021/22 an allocation of R27,6 million, 2022/23 an allocation of R28.5 million and 2023/24 a reduced allocation of R28,2 million. In order to fulfil the mandate assigned to it in legislation and to respond to recent changes in the education and training environment, the QCTO developed and submitted a business case to the DHET that advocates for an increase of the SETA grant funding from the current 0.5% to 1% and

to also do away with having to file an application annually, which has not yet been approved.

Faced with the reality of these massive budget cuts, the QCTO identified some services for which it is levying fees to supplement the budget and ensure the organisation continues to operate as a going concern.

The Council approved the charging of verification and certification fees with effect from mid-2015/16 financial year onwards. The QCTO has now established a reliable trend for the receipts and from 2022/23 financial year going forward these receipts have now been factored into the budget. Accreditation fees have been introduced in the 2019/20 financial year and these have also been factored into the budget as there are now reliable estimates.

Projected revenue for 2022/23 and projections for the MTEF outer years are depicted in Figure 1 below.

**Figure 1**

Description	2020/21	2021/22	2022/23	2023/24	2024/25
DHET Grant	25 507	27 630	28 506	28 250	29 518
SETA Grant	97 200	67 743	96 147	100 954	106 002
Certification Services	-	-	1 400	1 470	1 580
Accreditaion Services	-	-	2 000	2 100	2 255
Interest Received	-	-	1 200	1 236	1 332
Approved Surplus	-	23 657	-	-	-
<b>TOTAL</b>	<b>122 707</b>	<b>119 030</b>	<b>129 253</b>	<b>134 010</b>	<b>140 687</b>

The expenditure estimates in 9.1 and 9.2 over the page were projected with the assumption that all income revenue would be realised in full.

Projected expenditure on compensation is expected to increase in line with the increased SETA grant allocation, as all identified critical vacant posts on the approved structure will be filled. A review of the QCTO organogram was completed during 2015/16 financial year (for the core business) and 2017/18 (for support functions). This resulted in additional posts in the QCTO establishment to be implemented in a phased-in approach within the limits of the available funds, hence the decision to fill critical posts only when necessary.

Projected expenditure on both goods and services has been increased as there were severe budget cuts in the 2021/22 financial year which resulted in the budget shortfall being funded by surplus funds approved by National Treasury. The increase is expected to continue in the outer years as normalisation is expected to be restored in terms of economic activity.

Capital expenditure has been reduced as there are no major projects planned as the building remodeling was completed in the 2020/21 financial year and CAPEX will be mainly tools of trade.



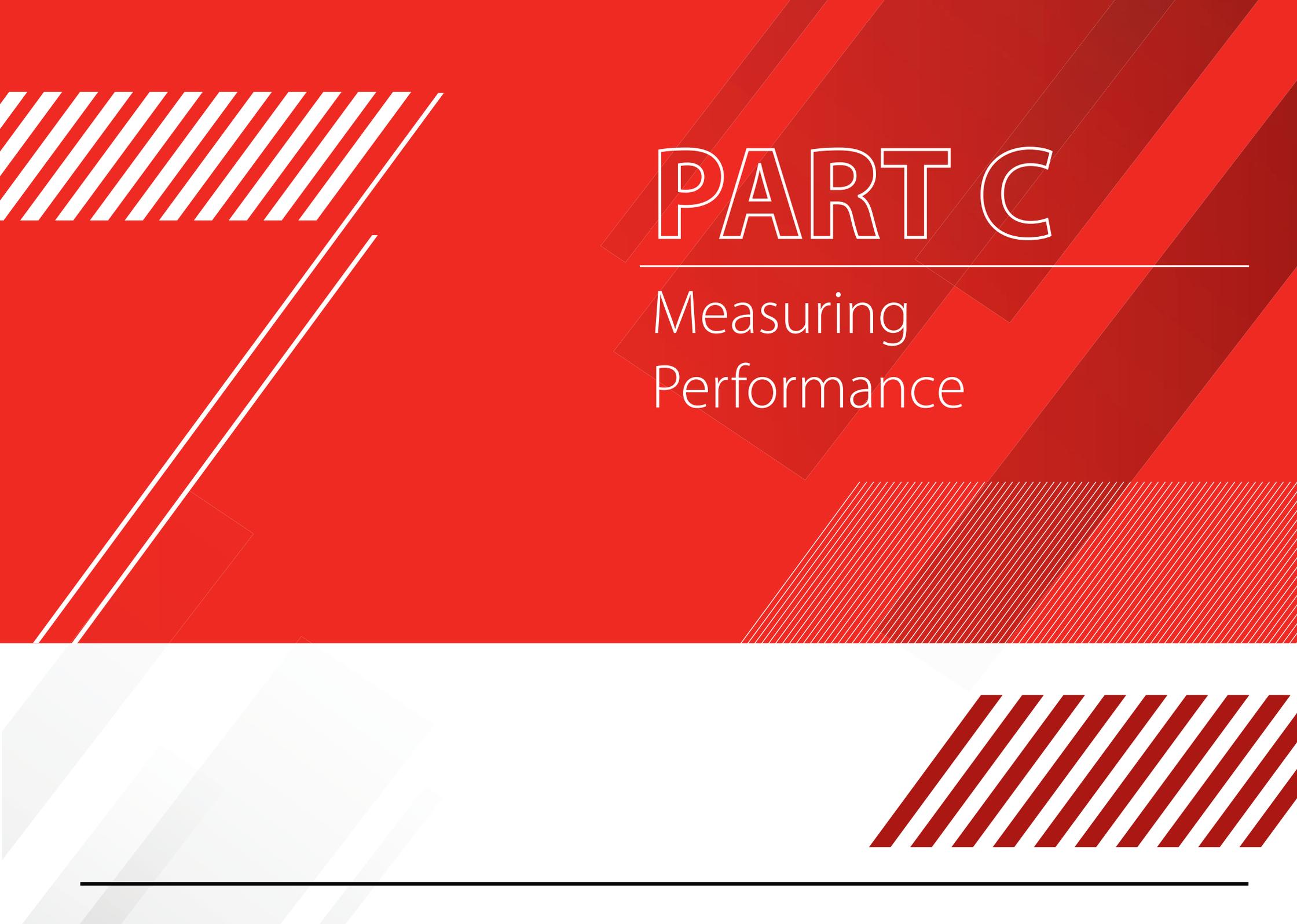
## 9.1. Expenditure Estimates Per Programme

Programmes	Adjusted Appropriation			Projections		
	2021/22			2022/23	2023/24	2024/25
	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjusted Budget			
1. Administration	37 746	22 657	60 403	66 051	68 280	71 670
2. Occupational Qualifications Management and Certification	25 932	-	25 932	22 805	23 717	24 903
3. Occupational Qualifications Quality Assurance	29 732	-	29 732	36 530	37 991	39 891
4. Research Analysis and Quality Assurance	1 963	1 000	2 963	3 867	4 022	4 223
<b>TOTAL</b>	<b>95 373</b>	<b>23 657</b>	<b>119 030</b>	<b>129 253</b>	<b>134 010</b>	<b>140 687</b>

## 9.2. Expenditure Estimates Per Classification

Classification	Adjusted Appropriation			Projections		
	2021/22			2022/23	2023/24	2024/25
	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjusted Budget			
Compensation	70 300	-	70 300	73 868	76 823	80 664
Goods and services	24 313	13 657	37 970	51 385	53 027	55 655
Capital expenditure	760	10 000	10 760	4 000	4 160	4 368
<b>TOTAL</b>	<b>95 373</b>	<b>23 657</b>	<b>119 030</b>	<b>129 253</b>	<b>134 010</b>	<b>140 687</b>





# PART C

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Measuring  
Performance

## 10. Programme 1: Administration

### Programme Purpose

To enable QCTO performance through strategic leadership and reliable delivery of management support services that will ensure a responsive and learning organisation.

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
QCTO is a responsive learning organisation	1.1 A capacity building strategy is developed and implemented	1.1.1 % implementation of the capacity building strategy	N/A	N/A	N/A	New indicator 40% implementation of the capacity building strategy (Year 1)	40% of the capacity building strategy implemented (Year 2)	20% of the capacity building strategy implemented (Year 3)	N/A
	1.2 Master Systems Plan (MSP) is developed and implemented	1.2.1 % implementation of the MSP	N/A	N/A	New indicator MSP approved by Council	MSP Annual Plan deliverables 100% implemented	MSP Annual Plan deliverables 100% implemented	MSP Annual Plan deliverables 100% implemented	MSP Annual Plan deliverables 100% implemented
	1.3 A Marketing and Communications strategy is developed and implemented	1.3.1 % implementation of the Marketing and Communications strategy	N/A	N/A	New indicator Marketing and Communications strategy is approved by Council	40% of the Marketing and Communications strategy implemented (Year 1)	40% of the Marketing and Communications strategy implemented (Year 2)	20% of the Marketing and Communications strategy implemented (Year 3)	N/A
	1.4 A change management strategy is developed and implemented	1.4.1 % implementation of the Change management strategy	N/A	N/A	N/A	N/A	40% of the Change management strategy implemented (Year 1)	40% of the Change management strategy implemented (Year 2)	20% of the Change management strategy implemented (Year 3)



## Output Indicators: Annual And Quarterly Targets

Outputs	Output Indicators*	Annual Targets	Quarterly Targets			
			Q1	Q2	Q3	Q4
1.1 A capacity building strategy is developed and implemented	1.1.1 % implementation of the Capacity building strategy	40% of the capacity building strategy implemented (Year 2)	N/A	N/A	N/A	40% of the capacity building strategy implemented
1.2 MSP is developed and implemented	1.2.1 % implementation of the MSP	MSP Annual Plan deliverables 100% implemented	N/A	N/A	N/A	MSP Annual Plan deliverables 100% implemented
1.3 A Marketing and communications strategy is developed and implemented	1.3.1 % implementation of the Marketing and communication strategy	40% of the Marketing and Communications strategy implemented (Year 2)	N/A	N/A	N/A	40% of the Marketing and Communications strategy implemented
1.4 A change management strategy is developed and implemented	1.4.1 % implementation of the Change management strategy	40% of the Change management strategy implemented (Year 1)	N/A	N/A	N/A	40% of the Change management strategy implemented

### Explanation of Planned Performance over the Medium-Term Period

In support of the strategic outcome 3 (QCTO is a responsive learning organisation) the above stated outputs are geared towards being responsive to the environment in which the QCTO operates and having the capacity to meet the identified industry and stakeholders needs. The related output indicators (quantitative in nature) are expressed in a number of ways (numbers and percentages), and serve as realistic and measurable criterion to determine whether or not the outputs have been delivered.



## Programme Resource Considerations

Table: Budget Allocation for Programme 1

Programmes	Adjusted Appropriation			Projections		
	2021/22			2022/23	2023/24	2024/25
	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjusted Budget			
Compensation	22 631	-	22 361	29 141	30 307	31 822
Goods and services	14 355	12 657	27 012	32 910	33 813	35 480
Capital expenditure	760	10 000	10 760	4 000	4 160	4 368
<b>TOTAL</b>	<b>37 746</b>	<b>22 657</b>	<b>60 403</b>	<b>66 051</b>	<b>68 280</b>	<b>71 670</b>

### Contribution of resources towards the achievement of outputs

The resources allocated to Programme 1 (Administration) will be utilised mainly for funding the day-to-day general administrative expenditure for centralised services such as ICT services, facilities management, fleet management, housekeeping matters among others. Included in the budget for Programme 1 is the compensation expenditure for the support services staff (CEO's office, Finance and SCM, Governance Unit, and Corporate Services). Apart from the general and compensation expenses the following key projects will be undertaken:

1. Implementation of an organisation-wide capacity building strategy. The strategy is aimed at ensuring the QCTO staff are capacitated to deal with rapid changes in the external environment, the changing nature of the Education and Training Space and with working in the context of COVID-19 and post COVID era.
2. Implementation of an organisation-wide change management strategy annual deliverables
3. Implementation of the Marketing and Communications strategy annual deliverables
4. Implementation of the Master Systems Plan (MSP) annual deliverables



## 11. Programme 2: Occupational Qualifications Management, Assessment and Certification

### Programme Purpose

To ensure that occupational qualifications, part-qualifications and skills programs on the QQSF are available; issue certificates to qualifying learners; verify the authenticity of issued certificates; and maintain stakeholder relationships.

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
A single national quality assured Occupational Qualifications Sub-Framework that promotes synergy, simplification and effectiveness	2.1. Occupational qualifications and part qualifications recommended for registration on the QQSF	2.1.1 Number of prioritised occupational qualifications (full/part) recommended to SAQA for registration on the QQSF	77	50	60	70	50	50	50
		2.1.2 Number of Historically Registered Qualifications recommended to SAQA for deactivation on the QQSF	N/A	N/A	New indicator 50	100	200	100	10
		2.1.3 Number of skills programmes approved by QCTO Council	N/A	N/A	New indicator 80	100	100	100	100
	2.2 A national External assessment is implemented for all qualifications registered on the QQSF	2.2.1 % of assessments for occupational qualifications and part qualifications quality assured against QCTO standards within 21 working days turnaround time	100%	100%	Revised indicator 100%	90%	90%	90%	90%
		2.2.2 % of assessments for historically registered qualifications quality assured against QCTO standards (excluding historical skills programmes and NATED) within 21 working days turnaround time	New indicator 20%	50%	Revised indicator 75%	90%	90%	90%	90%

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		2.2.3 Annual report on the implementation of the quality assurance plan for NATED Report 190/191 programmes	N/A	N/A	New Indicator Approved Council Plan	Report on the Implementation of Approved Council Plan	Report on the Implementation of Approved Council Plan	Report on the Implementation of Approved Council Plan	Report on the Implementation of Approved Council Plan
		2.2.4 % of assessments for QCTO developed skills programmes quality assured against QCTO standards within 21 working days	N/A	N/A	90% New Indicator	90%	90%	90%	90%
		2.2.5 % of Assessment Quality Partners (or Assessment Bodies) quality assured against QCTO compliance standards	100%	90%	Revised indicator 90%	90%	90%	90%	90%
	2.3 A certification system is maintained	2.3.1 % of certificates issued within the turnaround time (21 working days)	100%	95%	95%	95%	95%	95%	95%
		2.3.2 % of verification of authenticity of certificates requests received and verified within turnaround time (5 working days)	100%	95%	95%	95%	95%	95%	95%



## Output Indicators: Annual and Quarterly Targets

Outputs	Output Indicators	Annual Targets	Quarterly Targets			
			Q1	Q2	Q3	Q4
2.1.Occupational Qualifications and part qualifications recommended for registration on the OQSF	2.1.1 Number of prioritised occupational qualifications (full/ part) recommended to SAQA for registration on the OQSF	50	N/A	25	N/A	25
	2.1.2 Number of Historically Registered Qualifications recommended to SAQA for deactivation on the OQSF	200	N/A	100	N/A	100
	2.1.3 Number of skills programmes approved by QCTO Council	100	N/A	50	N/A	50
2.2 A national External assessment is implemented for all qualifications registered on the OQSF	2.2.1 % of assessments for occupational qualifications and part qualifications quality assured against QCTO standards within 21 working days turnaround time	90%	90%	90%	90%	90%
	2.2.2 % of assessments for historically registered qualifications quality assured against QCTO standards (excluding historical skills programmes and NATED) within 21 working days turnaround time	90%	90%	90%	90%	90%
	2.2.3 Annual report on the implementation of the quality assurance plan for NATED Report 190/191 programmes	Report on the Implementation of Approved Council Plan	N/A	N/A	N/A	Report on the implementation of Approved Council Plan
	2.2.4 % of assessments for QCTO developed skills programmes quality assured against QCTO standards within 21 working days	90%	90%	90%	90%	90%
	2.2.5 % of Assessment Quality Partners (or Assessment Bodies) quality assured against QCTO compliance standards	90%	90%	90%	90%	90%
2.3 A certification system is maintained	2.3.1 % of certificates issued within turnaround time (21 working days)	95%	95%	95%	95%	95%
	2.3.2 % of verification of authenticity of certificates requests received and verified within turnaround time (5 working days)	95%	95%	95%	95%	95%



## Explanation of Planned Performance over the Medium-Term Period

Programme 2's strategic goal is for the Quality Council for Trades and Occupations to develop Occupational Qualifications, Part Qualifications and Skills Programmes needed to enhance opportunities in terms of livelihood and employability for learners that achieve them. In addition, the QCTO will prioritise skills programmes identified in the DHET ERRSS. The qualifications, part qualifications and skills programmes identified for development will also have to meet the rapid challenges in technology and the changing nature of jobs of the future.

The planned performance over the medium-term also takes into consideration the development of qualifications, part qualifications and skills programmes to replace the current historically registered qualification, which expire in 2023, as well as the development of the new qualification types as per the revised OQSF.

Targets have been set taking cognisance of the challenges with which the work of the QCTO will be impacted on by the uncertainties associated with the COVID-19 and post-COVID era. Qualification development requires interaction with subject matter experts and other partners. The QCTO will continue moving these processes online. Challenges include weak connectivity, load shedding and the volume of documents that have to be scanned or emailed.

Assessment challenges are linked to the introduction of Final Internal Summative Assessments (FISA) on historically registered qualifications in contrast to relying on a Portfolio of Evidence (PoE) to declare a learner competent. The traditional PoE method is subjective and susceptible to cheating. The introduction of External Integrated Summative Assessment (EISA) for occupational qualifications needs resources to develop assessment specifications and assessment items. The QCTO has resorted to partnering with SETAs and Professional Bodies to ensure assessment standards are reliable and credible.

The certification process ensures that learners achievement is recognised through certification that is credible and authentic and recognised locally and internationally.

## Programme Resource Considerations

**Table: Budget Allocation for Programme 2**

Programmes	Adjusted Appropriation			Projections		
	2021/22			2022/23	2023/24	2024/25
	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjusted Budget			
Compensation	21 382	-	21 382	18 027	18 748	19 685
Goods and services	4 550	-	4 550	4 778	4 969	5 217
<b>TOTAL</b>	<b>25 932</b>	<b>-</b>	<b>25 932</b>	<b>22 805</b>	<b>23 717</b>	<b>24 903</b>



### **Contribution of resources towards the achievement of outputs**

The Programme Budget has been significantly impacted by budget cuts implemented by the DHET due to the COVID-19 pandemic and its impact on the economy. These budget cuts have significant long-term negative impacts as the work of the unit is critical in ensuring the development of qualifications, part qualifications and skills programmes required by the country to promote employability, thereby contributing to the economic recovery. of the country.

The limited budget will also impact on the degree of quality assurance carried out by the QCTO for the external assessments. The QCTO will have to implement more risk-based quality assurance to mitigate the constraints brought about by the limited budgets.

The Certification Unit has embarked on digitising hard copy learner records. This project is funded by the National Skills Fund and indirectly through the main budget of QCTO. The unit currently issues trade certificates on an e-platform. The intention of having qualifications and skills programmes issued by QCTO to also be on an e-platform will be adversely affected by the budget cuts.



## 12. Programme 3: Occupational Qualifications Quality Assurance

### Programme Purpose

Purpose: To establish and maintain quality standards for Accreditation and Assessment within the QQSF.

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
3. A single national quality assured Occupational Qualifications Sub-framework that promotes synergy, simplification and effectiveness	3.1 A national Accreditation system is implemented for all qualifications registered on the QQSF	3.1.1 % of Skills Development Providers accreditation applications for Occupational qualifications and, part qualifications processed within the turnaround time (90 working days)	90%	90%	90%	90%	90%	90%	90%
		3.1.2 % of Skills Development Providers accreditation applications for Skills Programmes processed within the turnaround time (90 working days)	N/A	N/A	New Indicator Establish a baseline	Revised Indicator 80%	80%	80%	80%
		3.1.3 % of Skills Development Providers accreditation applications for historically registered Qualifications (Trades, non-Trades, NATED Report 190/191, Skills Programmes) processed within the turnaround time (90 working days)	New indicator Establish baseline of the number of working days to accredit Skills Development Providers offering historically registered qualifications	80%	Revised indicator 80%	80%	80%	80%	80%
		3.1.4 % of assessment centre accreditation applications processed (accreditation granted or declined) within the turnaround time (30 working days)	Revised indicator 90%	90%	100%	100%	90%	90%	90%



Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	3.2 A national quality assurance system is implemented for all qualifications registered on the QQSF	3.2.1 % of accredited SDPs with implemented occupational qualifications and part qualifications quality assured according to QCTO standards	80%	Revised indicator 80%	80%	80%	80%	80%	80%
		3.2.2 % of accredited SDPs with implemented historically registered qualifications (excluding NATED Report 190/191 Programmes) quality assured against QCTO compliance standards.	New indicator 25%	Revised indicator 50%	50%	50%	75%	75%	75%
		3.2.3 (a) % of accredited SDPs with implemented NATED Report 190/191 (eg N4-N6) programmes quality assured against QCTO compliance standards	N/A	N/A	New indicator 25%	50%	75%	75%	75%
		3.2.3 (b) Number of NATED Report 190/191 (e.g. N4 – N6) Instructional offering Exams sessions conducted at accredited SDPs, quality assured against QCTO standards	N/A	N/A	New indicator 100	100	120	120	120
		3.2.3 (c) Number of NATED Report 190/191 instructional offering marking sessions quality assured against QCTO standards	N/A	N/A	New indicator 30	35	40	40	40
		3.2.4 % of accredited SDPs with skills programmes implemented, quality assured against QCTO standards	N/A	N/A	New Indicator 25%	50%	75%	75%	75%
		3.2.5 % of accredited Assessment Centres conducting EISAs (External Integrated Summative Assessments) quality assured against QCTO standards	N/A	N/A	60%	60%	60%	60%	60%
QCTO to ensure that development and quality assurance of occupational qualifications, part qualifications and skills programmes are responsive to labour market and developmental state initiatives	3.3 Uptake of occupational qualifications and skills programmes by TVET Colleges, CET Colleges, Universities and Private Skills Development Providers	3.3.1 Report on occupational qualifications, part qualifications and skills programmes in high demand offered by TVET Colleges, CET Colleges, Universities and Private Skills Development Providers	N/A	N/A	N/A	As per Ministerial Plan	New Indicator As per approved ERRSS	As per approved ERRSS	As per approved ERRSS

## Output Indicators: Annual And Quarterly Targets

Outputs	Output Indicators*	Annual Targets	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
3.1 A national Accreditation system is implemented for all qualifications registered on the OQSF.	3.1.1 % of Skills Development Providers accreditation applications for Occupational qualifications and, part qualifications processed within the turnaround time (90 working days)	90%	90%	90%	90%	90%
	3.1.2 % of Skills Development Providers accreditation applications for Council approved Skills Programmes processed within the turnaround time (90 working days)	80%	80%	80%	80%	80%
	3.1.3 % of Skills Development Providers accreditation applications for historically registered Qualifications (Trades, Non-Trades, NATED Report 190/191, Skills Programmes) processed within the turnaround time (90 working days)	80%	80%	80%	80%	80%
	3.1.4 % of assessment centre accreditation applications processed (accreditation granted or declined) within the turnaround time (30 working days)	90%	90%	90%	90%	90%
3.2 A national quality assurance system is implemented for all qualifications registered on the OQSF	3.2.1 % of accredited SDPs with implemented occupational qualifications and part qualifications quality assured according to QCTO standards	80%	80%	80%	80%	80%
	3.2.2 % of accredited SDPs with implemented historically registered qualifications (Excluding NATED Report 190/191 Programmes) quality assured against QCTO compliance standards	75%	75%	75%	75%	75%
	3.2.3 (a) % of accredited SDPs with implemented NATED Report 190/191 (e.g. N4-N6) programmes quality assured against QCTO compliance standards	75%	75%	75%	75%	75%



Outputs	Output Indicators	Annual Targets	Quarterly Targets			
			Q1	Q2	Q3	Q4
	3.2.4 % of accredited SDPs with skills programmes implemented, quality assured against QCTO standards.	75%	75%	75%	75%	75%
	3.2.5 % of accredited Assessment Centres conducting EISAs (External Integrated Summative Assessments) quality assured against QCTO standards	60%	60%	60%	60%	60%
3.3 Uptake of occupational qualifications and skills programmes by TVET Colleges, CET Colleges, Universities and Private Skills Development Providers	3.3.1 Report on occupational qualifications, part qualifications and skills programmes in high demand offered by TVET Colleges, CET Colleges, Universities and Private Skills Development Providers	As per approved ERRSS	N/A	N/A	N/A	As per approved ERRSS

### Explanation of Planned Performance over the Medium-Term Period

The objective of Programme 3 is to ensure a single national quality assured OQSF that promotes synergy between all PSET stakeholders, simplification for users and clients, as well as effectiveness in the sense that it must produce intended results. The secondary objective is to increase the number of occupational qualifications and programmes offered at TVET and CET colleges as well as universities.

This will be achieved by implementing a national accreditation and quality assurance system for all providers and Assessment Centres offering qualifications, part qualifications and skills programmes on the OQSF. Specific support and collaboration channels for TVETs, CETs and Universities will be implemented to ensure they are able to offer occupational qualifications and programmes. The accreditation and quality assurance systems must be accessible to all stakeholders, must be simple enough to understand and utilise, and must also achieve the intended results.

There are opportunities and threats associated with the above interventions. Accreditation threats are linked to an increasing and unpredictable number of accreditation applications, which will require more resources, but there is an opportunity for the QCTO to fulfill its mandates and for learners to be trained on relevant qualification that will lead to employment or self-employment. The QCTO might need to implement accreditation fees to support this activity in light of the budget cuts. Similarly, quality assurance will require traveling resources as it is directly proportional to accreditation. Properly implemented quality assurance will give opportunities for the QCTO and learners as it enforces control to ensure minimum standards are met.

Quality assurance challenges are associated with a paper-based process and reliance on physical site visits; this is being reduced by implementing self-evaluation and risk based site visit based on the quality of the self-evaluation report.



## Programme Resource Considerations

**Table: Budget Allocation for Programme 3**

Classification	Adjusted Appropriation			Projections		
	2021/22			2022/23	2023/24	2024/25
	R'000	R'000	R'000			
	Original Budget	Adjustment	Adjusted Budget	R'000	R'000	R'000
Compensation	25 068	-	25 068	24 751	25 741	27 028
Goods and services	4 664	-	4 664	11 779	12 250	12 863
<b>TOTAL</b>	<b>29 732</b>	<b>-</b>	<b>29 732</b>	<b>36 530</b>	<b>37 991</b>	<b>39 891</b>

### Contribution of resources towards the achievement of outputs

The table above shows a breakdown of resource contribution towards achieving Programme 3 outputs. The main contribution of the Goods and Service budget are travelling expenses, payment and training of Subject Matter Experts (SMEs) as well as workshops.

The Programme Budget is negatively impacted due to the budget cuts implemented. The unit will have to consider the implementation of more cost-effective and risk-based quality assurance processes going forward.

The indicators linked to quality assurance are aimed at ensuring the QCTO standards are maintained and improved through ongoing monitoring and evaluation. This will ensure that the systems for provisioning are of the required standard, thus ensuring that learners receive quality education and training.



## 13. Programme 4: Research Analysis

### Programme Purpose

To establish and maintain QCTO Standards for quality assurance through research, monitoring, evaluation and analysis

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
A single national quality assured Occupational Qualifications Sub-Framework that promotes synergy, simplification and effectiveness.	4.1 Research on issues of importance to the development and implementation of the OQSF conducted or commissioned and published	4.1.1 Number of Research reports approved by the CEO	N/A	N/A	New indicator 3	3	3	3	3
		4.1.2 Research Bulletin published online	N/A	N/A	New indicator 1	1	1	1	-

### Output Indicators: Annual And Quarterly Targets

Outputs	Output Indicators*	Annual Targets	Quarterly Targets			
			Q1	Q2	Q3	Q4
4.1 Research on issues of importance to the development and implementation of the OQSF conducted or commissioned and published	4.1.1 Number of Research Reports approved by the CEO	3	N/A	N/A	N/A	3
	4.1.2 Research Bulletin published online	1	N/A	N/A	N/A	1

### Explanation of Planned Performance over the Medium-Term Period

Part of the QCTO's mandate includes conducting research relevant to the development of the sub-framework for which it is responsible. This function is undertaken by a dedicated Research & Analysis Unit. The indicators of performance concentrate on two key sets of tasks – publishing relevant research reports and the publication of a research bulletin that collects and collates relevant research and articles from the occupational and skills sectors.

The research reports focus on issues of direct relevance to the operational model of the QCTO, and on wider issues that affect the sector. The first set of research reports focused primarily on fundamental models that underlie the QCTO's operations (the quality assurance model, the accreditation model etc.) and also explored pressing qualification design issues.

The work in 2021/22 was to continue in this trajectory, but the COVID-19 pandemic required a rapid realignment of research priorities to take account of the pandemic and the effects of the national lockdown. The projects in 2021/22 were thus focused on how to provide assistance to the sector and flexibility in the regulatory regime to allow for tuition and assessment in the context of the restrictions imposed by the pandemic.

A decision was taken to advertise only contract vacancies, which meant the Research & Analysis Unit could not be staffed; a Director remains the single employee in the unit. Given the uncertainty associated with the pandemic and when it will be finally dealt with, and the chronic staff shortage in the Research Unit, targets for research outputs have been reduced in the medium term.

These indicators will contribute significantly towards the achievement of the overall output of the organisation, and provide strategic analyses that can assist in determining the strategic direction of the QCTO and the quality assurance of the OQSF.

There is a concerted effort to remove the stigma attached to TVET Colleges and to make TVET and CET Colleges 'institutions of choice'. The QCTO has developed a number of Occupational Qualifications to replace the outdated NATED qualifications. The uptake of these Occupational Qualifications by TVET and CET Colleges will in the medium term ensure learners study towards qualifications that are industry relevant and will lead to meaningful employment.

## Programme Resource Considerations

**Table: Budget Allocation for Programme 2**

Classification	Adjusted Appropriation			Projections		
	2021/22			2022/23	2023/24	2024/25
	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjusted Budget			
Compensation	1 219	-	1 219	1 949	2 927	2 128
Goods and services	744	1 000	1 744	1 918	1 995	2 095
<b>TOTAL</b>	<b>1 963</b>	<b>1 000</b>	<b>2 963</b>	<b>3 867</b>	<b>4 022</b>	<b>4 223</b>

## Contribution of resources towards the achievement of outputs

The resources allocated to the Research & Analysis Unit are used for the construction and completion of research reports and related activities within the mandate of the unit. Apart from the compensation budget, which is used for the remuneration of staff in the unit, the goods and services procured fall within three main categories:

1. Services of researchers on a consultant basis in particular research projects
2. Tenders for large scale research projects to be undertaken
3. Costs associated with research and data gathering (venue hire for meetings, workshops, subsistence & travel, printing of materials, publication of reports etc.)

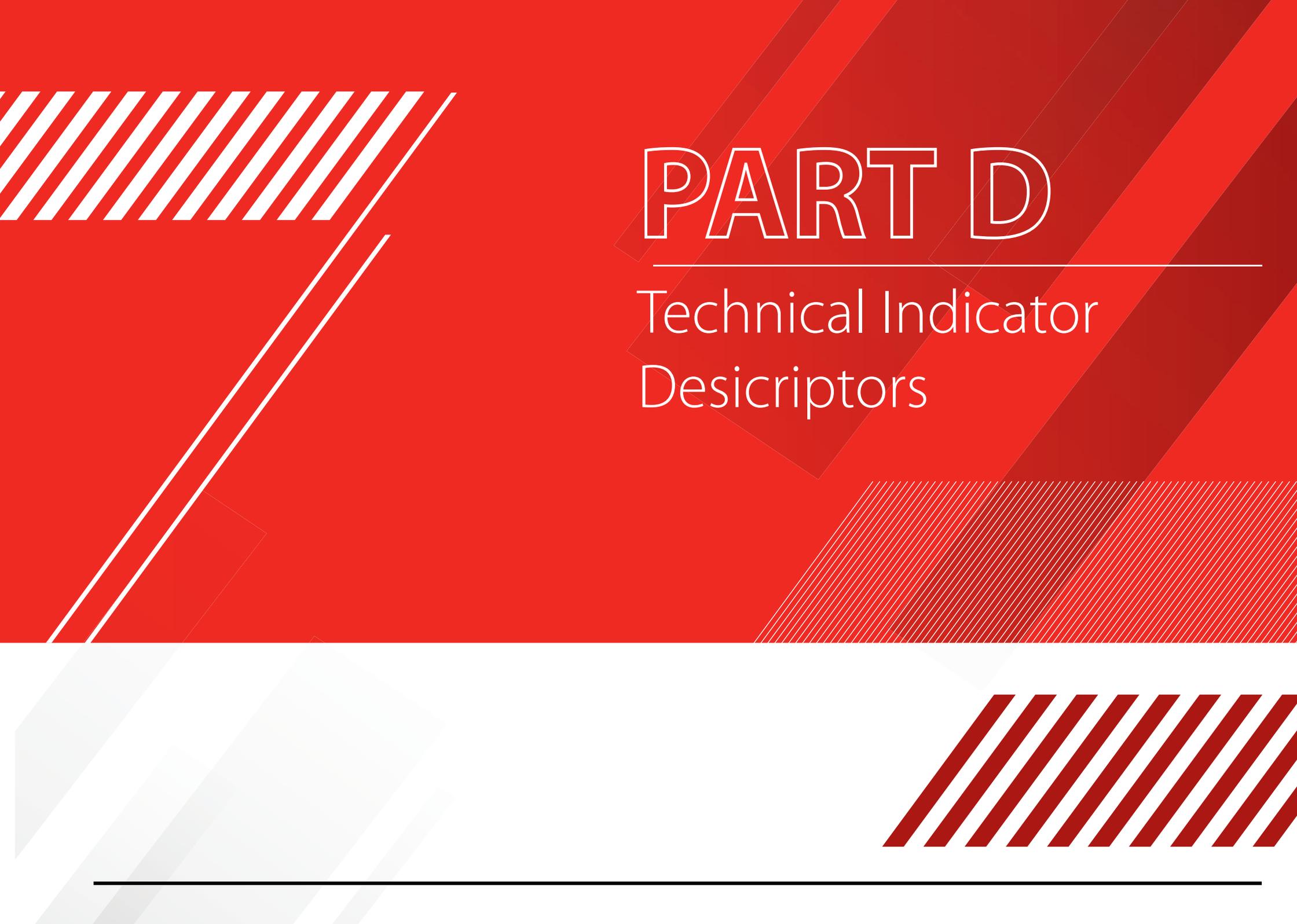
The individual research projects change from year-to-year, and each project is bespoke and designed to answer a novel research question or questions.



## Updated key risks and mitigation from the SP

Outcomes	Key risks	Risk mitigations
Outcome 1: A single national quality assured Occupational Qualifications Sub-Framework that promotes synergy, simplification and effectiveness	Radically changed NQF Act	Monitoring and prepare for a change
	Unreliable QA system	Effective implementation of the QCTO QA system, aggressive public relations
	Unidentified skills needs	Conduct Research to identify skills from demand perspective
	Lack of industry participation	Stakeholder engagement, public relations and marketing.
	Repetition of past systemic errors	Promotes interactions between QCTO programmes/ departments, better controls of errors in place.
	No buy-in by employees and employers	Employee and employer engagement (internal public relations)
	Insufficient funding allocation	Input QCTO funding requirements into MTSF and MTEF budget cycles.
	Impact of the COVID-19 and the implementation of the Disaster Management Act	QCTO's response to the COVID-19 and the implementation of regulations issued under the Disaster Management Act
Outcome 2: QCTO to ensure that development and quality assurance of occupational qualifications, part qualifications and skills programmes are responsive to labour market and developmental state initiatives	ERRSS not approved by Minister of Higher Education, Science and Innovation	Use QCTO Council approved plan of action in response to draft ERRSS
	TVET, CET Colleges Universities, and Private Skills Development Providers do not implement the occupational qualifications, part qualifications and skills programmes in high demand	Engagement with the DHET regarding implementation of QCTO occupational qualifications, part qualifications and skills programmes in high demand  Engagement with Private skills Development Providers regarding implementation of QCTO occupational qualifications, part qualifications and skills programmes in high demand
	TVET CET Colleges Universities and Private Skills Development Providers do not have the capacity to offer occupational qualifications and skills programmes	Support TVET, CET Colleges Universities and Private Skills Development Provider capacitation initiatives
Outcome 3: QCTO is a responsive learning organisation	Lack of funding	Find alternative revenue streams
	Lack of buy-in/support from key stakeholders	Lobby key stakeholders to support initiatives
	Not becoming a learning organisation	Develop and implement a capacity building strategy that encourages and recognizes professional development and informs knowledge management





# PART D

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Technical Indicator  
Descriptors

## PROGRAMME 1

Indicator title	1.1.1 % implementation of the capacity building strategy
Definition	A three-year capacity building strategy with set deliverables to be achieved per each year (annually)  The % implementation measures the extent to which the capacity building strategy set deliverables are achieved
Source of Data	Annual capacity building strategy with progress
Method of Calculation/Assessment	Number of achieved deliverables divided by the total number of all deliverables in the annual capacity building strategy x 100
Means of verification	Capacity building annual progress report
Assumptions	1. Adequate Resources (funding, staffing, etc.) 2. Capacity Building Strategy approved by Council
Key risk	Lack of Management Support or staff buy in
Risk treatment measure	Organisation wide Performance Management and Monitoring
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative (separate targets for each year)
Reporting Cycle	Annual
Desired performance	Actual performance is earlier than the targeted performance
Indicator responsibility	Chief Director: Corporate Services



## PROGRAMME 1 - continued

Indicator title	1.2.1 % implementation of the MSP
Definition	A five-year Master Systems Plan (MSP) with set deliverables to be achieved per each year (annually)  The % implementation measures the extent to which the MSP set deliverables are achieved
Source of Data	MSP Annual Plan with progress
Method of Calculation/Assessment	Number of achieved deliverables divide by the total number of all deliverables in the MSP Annual Plan x 100
Means of verification	MSP Annual progress report
Assumptions	1. Adequate Resources (funding, staffing, etc.) 2. MSP approved by the Council
Key risk	Third party dependency
Risk treatment measure	Stringent monitoring of SLAs Skills transfer (in-house)
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative (Separate targets for each year)
Reporting Cycle	Annual
Desired performance	Actual performance is earlier than the targeted performance
Indicator responsibility	Chief Director: Corporate Services



## PROGRAMME 1 - continued

Indicator title	1.3.1 % implementation of the Marketing and Communication strategy is implemented
Definition	A three-year marketing and communications strategy with set deliverables to be achieved per each year (annually)  The % implementation measures the extent to which the marketing and communications strategy set deliverables are achieved
Source of Data	Annual Marketing and communications strategy with progress
Method of Calculation/Assessment	Number of achieved deliverables divide by the total number of all deliverables in the approved Marketing and communication strategy x 100
Means of verification	Marketing and communications annual progress report
Assumptions	<ol style="list-style-type: none"> <li>1. Adequate resources (funding, staffing, etc.)</li> <li>2. Marketing and communications strategy approved by Council</li> </ol>
Key risk	Lack of Management support and staff buy-in
Risk treatment measure	Intensified awareness and consultation
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative (Separate targets for each year)
Reporting Cycle	Annual
Desired performance	Actual performance is earlier than the targeted performance
Indicator responsibility	Chief Director: Corporate Services



## PROGRAMME 1 - continued

Indicator title	1.4.1 % implementation of the change management strategy
Definition	A three-year change management strategy with set deliverables to be achieved per each year (annually)  The % implementation measures the extent to which the capacity building strategy set deliverables are achieved
Source of Data	Annual capacity building strategy with progress
Method of Calculation/Assessment	Number of achieved deliverables divided by the total number of all deliverables in the annual change management strategy x 100
Means of verification	Change management annual progress report
Assumptions	1. Adequate Resources (funding, staffing, etc.) 2. Change Management Strategy approved by Council
Key risk	Lack of Management Support or staff buy in.
Risk treatment measure	Organisation-wide Performance Management and Monitoring
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative (Separate targets for each year)
Reporting Cycle	Annual
Desired performance	Actual performance is earlier than the targeted performance
Indicator responsibility	Chief Director: Corporate Services



## PROGRAMME 2

Indicator title	2.1.1 Number of prioritised occupational qualifications (full/ part) recommended for registration on the OQSF
Definition	Prioritised occupational qualifications are qualifications developed and recommended for registration on the OQSF, identified from one of the following groupings: <ol style="list-style-type: none"> <li>a. QCTO Research Unit</li> <li>b. List of occupations in high demand</li> <li>c. ERRPs priorities</li> <li>d. Trades (Gazette No. 353625, 31 August 2012)</li> <li>e. New Growth Plan</li> <li>f. Reconfiguration of the NATED qualifications</li> <li>g. Historically Registered Qualifications</li> </ol>
Source of Data	<ol style="list-style-type: none"> <li>a. QCTO Council minutes approving qualifications to be recommended to SAQA for registration</li> <li>b. QCTO letter to SAQA recommending qualifications for registration</li> <li>c. SAQA's response acknowledging receipt of qualifications submitted by QCTO</li> </ol>
Method of Calculation/Assessment	Counting the number of prioritised occupational qualifications (full/part) that has been approved by Council for recommendation to SAQA
Means of verification	<ol style="list-style-type: none"> <li>a. QCTO Internal Qualifications committee minutes recommending qualification for approval by CEO for recommended to SAQA for registration</li> <li>b. QCTO letter to SAQA recommending qualifications for registration</li> <li>c. SAQA's response acknowledging receipt of qualifications submitted by QCTO</li> </ol>
Assumptions	<ol style="list-style-type: none"> <li>a. QCTO Internal Qualifications committee minutes recommending qualification for approval by CEO approved and recommended qualifications</li> <li>b. SAQA respond timeously</li> </ol>
Key risk	<ol style="list-style-type: none"> <li>a. Non-approval of qualifications by QCTO CEO</li> <li>b. Lack of response in verification process from different stakeholders</li> </ol>
Risk treatment measure	<ol style="list-style-type: none"> <li>a. Develop clear procedures for qualifications facilitators and industry stakeholders</li> <li>b. Ensure that qualifications submitted to CEO comply with set standards</li> </ol>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Bi-annually
Desired performance	Actual performance is higher than the targeted performance
Indicator responsibility	Chief Director: Occupational Qualifications Management



## PROGRAMME 2 - continued

<b>Indicator title</b>	<b>2.1.2 Number of Historically Registered Qualifications recommended for deactivation on the OQSF</b>
<b>Definition</b>	Deactivate Historically Registered Qualifications on the OQSF
<b>Source of Data</b>	List of identified Historically registered qualifications
<b>Method of Calculation/Assessment</b>	Count the number of Historically registered Qualifications recommended for deactivation on the OQSF
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>a. List of identified Historically registered qualifications</li> <li>b. Internal Qualifications committee minutes recommending approval to CEO for approving the deactivation of historically registered qualifications</li> <li>c. Letter to SAQA recommending the deactivation</li> <li>d. Acknowledgement of receipt from SAQA</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>a. Historically registered qualifications are identified</li> <li>b. Stakeholder consultation</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>a. Non participation of stakeholders</li> <li>b. Delayed occupational qualification(s) development and registration</li> <li>c. Lack of Funding</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>a. Conduct advocacy on deactivation of historically registered qualifications</li> <li>b. Plan and strategy in place</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Bi-annual
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Qualifications Management



## PROGRAMME 2 - continued

Indicator title	2.1.3 Number of skills programmes approved by QCTO CEO
Definition	Skills programmes are programmes identified, developed and approved by QCTO CEO. These skills programmes are identified through the following groupings: a. QCTO Research Unit b. National imperatives(including ERRPS priorities)
Source of Data	Internal Qualifications committee minutes recommending Skills programmes for approval by CEO
Method of Calculation/Assessment	Count the number of skills programmes approved by QCTO Council
Means of verification	QCTO Council minutes approving skills programmes for recording by QCTO
Assumptions	QCTO Council approves the skills programmes
Key risk	No skills programmes identified for development
Risk treatment measure	Clear skills development templates Advocacy for development of skills programmes in high demand
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Bi-annual
Desired performance	Actual performance is higher than the targeted performance
Indicator responsibility	Chief Director: Occupational Qualifications Management



## PROGRAMME 2 - continued

<b>Indicator title</b>	<b>2.2.1 % of assessments for occupational qualifications and part qualifications quality assured against QCTO standards within 21 working days turnaround time</b>
<b>Definition</b>	% of assessments results which are quality assured through moderation and monitoring processes
<b>Source of Data</b>	Approved QAS Addendum, Accredited Assessment Centres, Monitoring, Moderation and Marking (Assessment) Reports, Learner enrolments and results Learner Results approved within 21 working days of receiving final correct documents for EISAs conducted (tracking Register)
<b>Method of Calculation/Assessment</b>	Number of assessments results quality assured against QCTO standards within turnaround time (21 days), divided by number of final assessments results evidence received for EISAs conducted multiplied by a hundred
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>a. EISA Tracking Register</li> <li>b. QCTO EISA quality assurance verification reports</li> <li>c. Learner achievement approval letter</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Fully functional Assessment item Data Bank (AIDB)</li> <li>• OQSF, Assessment, Approval of results, RPL and E-Assessment Policies revised and Implemented</li> <li>• Criteria and guidelines are updated and approved</li> <li>• Appointment of Subject Matter Experts (SMEs)</li> <li>• Internal Quality Assurance Committee</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>• AIDB not fully functional</li> <li>• Assessment Irregularities or malpractice</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>• Maintain and enhance the AIDB</li> <li>• Improve measures to prevent irregularities or malpractice</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Qualifications Management



## PROGRAMME 2 - continued

<b>Indicator title</b>	<b>2.2.2 % of assessments for historically registered qualifications quality assured against QCTO standards (excluding historical skills programmes and NATED) within 21 working days turnaround time</b>
<b>Definition</b>	% of assessments which are quality assured through moderation and monitoring processes
<b>Source of Data</b>	Assessments (FISAs) developed according to QCTO set assessment standards; Moderator Reports, Learner Achievement Reports, Learner achievements
<b>Method of Calculation/Assessment</b>	Number of assessments results quality assured against QCTO standards within turnaround time (21 working days), divided by number of final assessments results evidence received for FISAs conducted multiplied by 100%
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>a. FISA Tracking Register</li> <li>b. QCTO Quality Assurance verification Reports</li> <li>c. Approval of Results letter</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Quality Partner with fully functional MIS to provide results</li> <li>• OQSF, Assessment, Approval of results RPL Policies and E-Assessment revised and Implemented</li> <li>• Criteria and guidelines are updated and approved</li> <li>• Appointment of Subject Matter Experts (SMEs)</li> <li>• Internal Quality Assurance Committee</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>• Quality Partner MIS to provide results not fully functional</li> <li>• SDPs not conducting FISAs in addition to PoE external moderation</li> <li>• Assessment irregularities or malpractice</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>• QCTO compliance standards to be followed</li> <li>• Clear understanding of process</li> <li>• Improve measures to prevent irregularities or malpractice</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Qualifications Management



## PROGRAMME 2 - continued

Indicator title	2.2.3 Annual report on the implementation of the quality assurance plan for NATED Report 190/191 programmes
Definition	An annual report on the quality assurance plan for NATED Report 190/191 programmes
~	<ul style="list-style-type: none"> <li>a. Council approved plan for quality assurance of NATED Report 190/19</li> <li>b. DHET information on report 190/191</li> </ul>
Method of Calculation/Assessment	Annual report on the implementation of the quality assurance plan for NATED Report 190/191 programmes
Means of verification	<ul style="list-style-type: none"> <li>a. Council approved plan for quality assurance of NATED Report 190/191</li> <li>b. Quality assurance Reports</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Cooperation with the DHET</li> </ul>
Key risk	<ul style="list-style-type: none"> <li>• Limited responsiveness from the DHET</li> <li>• Inaccurate reports/data from DHET</li> </ul>
Risk treatment measure	<ul style="list-style-type: none"> <li>• Regular meetings and communication with the DHET</li> <li>• Request accurate reports/data from DHET</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired performance	Actual performance is higher than the targeted performance
Indicator responsibility	Chief Director: Occupational Qualifications Management



## PROGRAMME 2 - continued

<b>Indicator title</b>	<b>2.2.4 % of assessments for QCTO developed skills programmes quality assured against QCTO standards within 21 working days</b>
<b>Definition</b>	% of assessments for QCTO developed skills programmes which are quality assured through moderation and monitoring processes
<b>Source of Data</b>	Approved Skills Programmes Accredited Skills Development Providers, Monitoring, Moderation and Marking (Assessment) Reports, Learner enrolments and results Learner Results approved within 21 working days of receiving final correct documents for FSAs conducted (Tracking Register)
<b>Method of Calculation/Assessment</b>	Number of assessments results quality assured against QCTO standards within turnaround time (21 days), divided by number of final assessments results evidence received for FSAs conducted multiplied by 100%
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>a. FSA Tracking Register</li> <li>b. QCTO FSA quality assurance verification reports</li> <li>c. Learner achievement approval letter</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Fully Functional QCTO Internal system</li> <li>• OQSF, Assessment, Approval of results RPL and E-Assessment Policies revised and Implemented</li> <li>• Criteria and guidelines are updated and approved</li> <li>• Internal Quality Assurance Committee</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>• QCTO Internal system not fully functional</li> <li>• Assessment Irregularities or malpractice</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>• Maintain internal system</li> <li>• Improve measures to prevent irregularities or malpractice</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Qualifications Management



## PROGRAMME 2 - continued

Indicator title	<b>2.2.5 % of Assessment Quality Partners (or Assessment Bodies) quality assured against QCTO compliance standards</b>
Definition	% of Assessment Quality Partners (or Assessment Bodies) whose quality assurance systems and processes are monitored against QCTO set standards
Source of data	Assessment Quality Partners (or Assessment Bodies) Reports submitted to the QCTO; Evaluation Reports compiled by QCTO
Method of Calculation/Assessment	The number of Assessment Quality Partners (or Assessment Bodies), quality assured against QCTO compliance standards divided by the total number of Assessment Quality Partners (or Assessment Bodies) multiplied by a hundred
Means of verification	<ol style="list-style-type: none"> <li>a. Quarterly Reports submitted by Assessment Quality Partners (or Assessment Bodies)</li> <li>b. QCTO Evaluation reports</li> </ol>
Assumptions	<ul style="list-style-type: none"> <li>• Fully Functional QCTO Internal system</li> <li>• OQSF, Revised AQP, Assessment, Approval of results, E-Assessment and RPL Policies revised and implemented</li> <li>• Criteria and guidelines are updated and approved</li> <li>• Functional external Assessment Bodies</li> <li>• Internal Quality Assurance Committee</li> </ul>
Key risk	<ul style="list-style-type: none"> <li>• QCTO Internal system not fully functional</li> <li>• External Assessment Bodies not established</li> </ul>
Risk treatment measure	<ul style="list-style-type: none"> <li>• Maintain QCTO Internal system</li> <li>• Establishment of external Assessment Bodies</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Actual performance is higher than the targeted performance
Indicator responsibility	Chief Director: Occupational Qualifications Management



## PROGRAMME 2 - continued

<b>Indicator title</b>	<b>2.3.1 % of certificates issued within turnaround time (21 working days)</b>
<b>Definition</b>	The percentage of certificates issued within the established turnaround time (21 working days)
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>a. Certification request/recommendations from AQPs</li> <li>b. Certification Management Information System</li> <li>c. Number of certificates issued</li> </ul>
<b>Method of Calculation/Assessment</b>	The number of certificates issued within the turnaround time divided by the number of certificate recommendations approved multiplied by a hundred
<b>Means of verification</b>	System generated quarterly reports
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>a. Certification requests received, approved and processed</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>a. Inaccurate and or incomplete data from AQPs</li> <li>b. System failure</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>a. Policies and directives</li> <li>b. Workshops and communication with AQPs</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Qualification Management



## PROGRAMME 2 - continued

<b>Indicator title</b>	<b>2.3.2 % of verification of authenticity of certificates requests received and verified within turnaround time (5 working days)</b>
<b>Definition</b>	% of verification of authenticity of certificates requests processed within the turnaround time of 5 working days as per the SLA between QCTO and verification client
<b>Source of data</b>	<ul style="list-style-type: none"> <li>a. Request for verification of authenticity of certificates from registered client</li> <li>b. Certification Management Information System</li> <li>c. Verification Report</li> </ul>
<b>Method of Calculation/Assessment</b>	The number of verification of authenticity of certificates requests processed within the turnaround time divided by the number of requests received from clients multiplied by a hundred
<b>Means of verification</b>	Quarterly Verification report
<b>Assumptions</b>	Verification requests received and processed
<b>Key risk</b>	<ul style="list-style-type: none"> <li>a. Inaccurate or unclear certificate information received from verification clients</li> <li>b. System failure</li> <li>c. Learner certificate information not available on the QCTO database</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>a. Policies and SLAs</li> <li>b. System maintenance</li> <li>c. Trained staff</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Qualifications Management



## PROGRAMME 3

<b>Indicator title</b>	<b>3.1.1 % of Skills Development Providers accreditation applications for Occupational qualifications and, part qualifications processed within the turnaround time. (90 working days)</b>
<b>Definition</b>	% of Skills Development Provider accreditation applications received and processed within the established turnaround time
<b>Source of Data</b>	MIS
<b>Method of Calculation/Assessment</b>	Number of accreditation and decline letters issued to SDPs within turn turnaround time divided by number of SDP applications received and captured X 100
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>a. MIS Report of SDP applications</li> <li>b. MIS Report of accreditation and decline letters issued to SDPs, indicating turnaround time</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Fully Functional and updated MIS</li> <li>• OQSF, Accreditation Policies revised and implemented</li> <li>• Criteria and guidelines are updated and approved</li> <li>• Functional online application system</li> <li>• Internal Quality Assurance Committee</li> <li>• Reliable verifier database</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>• QCTO MIS not fully functional</li> <li>• Unethical behaviour of verifiers</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>• Maintain/Enhance the QCTO MIS</li> <li>• Training of verifiers; taking swift action against unethical behaviour</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Bi-Annually
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Quality Assurance



## PROGRAMME 3 - continued

<b>Indicator title</b>	<b>3.1.2 % of Skills Development Providers accreditation applications for Council approved Skills Programmes processed within the turnaround time (90 working days)</b>
<b>Definition</b>	% of Skills Development Provider accreditation applications received and processed within the established turnaround time
<b>Source of Data</b>	MIS
<b>Method of Calculation/Assessment</b>	Sum total number of applications processed within 90 days, divided by the total number of applications received and captured X 100%
<b>Means of verification</b>	<ol style="list-style-type: none"> <li>Report of SDP applications</li> <li>Report of accreditation and decline letters issued to SDPs, indicating turnaround time</li> </ol>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Fully Functional and updated MIS</li> <li>OQSF, Accreditation Policies revised and implemented</li> <li>Criteria and guidelines are updated and approved</li> <li>Functional online application system</li> <li>Internal Quality Assurance Committee</li> <li>Reliable verifier database</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>QCTO MIS not fully functional</li> <li>Unethical behavior of verifiers</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>Maintain/Enhance the QCTO MIS</li> <li>Training of verifiers; taking swift action against unethical behaviour</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Quality Assurance



## PROGRAMME 3 - continued

<b>Indicator title</b>	<b>3.1.3 % of Skills Development Providers accreditation applications for historically registered Qualifications (Trades, Non-Trades, NATED Report 190/191, Skills Programmes) processed within the 90 working days turnaround time</b>
<b>Definition</b>	% of Skills Development Provider accreditation applications received and processed within the established turnaround time
<b>Source of Data</b>	MIS/SDP applications for historically registered qualifications and skills programmes; accreditation and decline letters
<b>Method of Calculation/Assessment</b>	Number of accreditation and Decline letters issued to SDPs within the turnaround time divided by the number of SDP applications received for Historical Qualifications X 100
<b>Means of verification</b>	<ol style="list-style-type: none"> <li>Generated Report of SDP applications</li> <li>Generated Report of accreditation and decline letters issued to SDPs, indicating turnaround time</li> </ol>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Fully Functional and updated MIS</li> <li>OQSF, Accreditation Policies revised and Implemented</li> <li>Criteria and guidelines are updated and approved</li> <li>Functional online accreditation system</li> <li>Internal Quality Assurance Committee</li> <li>Reliable verifier database</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>QCTO MIS not fully functional</li> <li>Unethical behaviour of verifiers</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>Maintain and enhance the QCTO MIS</li> <li>Training of verifiers; taking swift action against unethical behaviour</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Quality Assurance



## PROGRAMME 3 - continued

<b>Indicator title</b>	<b>3.1.4 % of assessment centre accreditation applications processed (accreditation granted or declined) within the turnaround time. (30 working days)</b>
<b>Definition</b>	% of assessment centre accreditation applications received and processed (accreditation granted or declined) within the established turnaround time
<b>Source of Data</b>	MIS and Assessment Centre applications
<b>Method of Calculation/Assessment</b>	Number of accreditation and decline letters issued to assessment centres within the turnaround time divided by the number of assessment centres applications received and captured X 100
<b>Means of verification</b>	a. Generated Report on Assessment Centre applications b. Generated Report on accreditation and decline letters issued to Assessment Centres, indicating turnaround times
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Fully Functional and updated MIS</li> <li>• OQSF, Accreditation Policies revised and Implemented</li> <li>• Criteria and guidelines are updated and approved</li> <li>• Functional on-line application system</li> <li>• Internal Quality Assurance Committee</li> <li>• Reliable verifier database</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>• QCTO MIS not fully functional</li> <li>• Unethical behaviour by verifiers</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>• Maintain and enhance the QCTO MIS</li> <li>• Training of verifiers; taking swift action against unethical behaviour</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Quality Assurance



## PROGRAMME 3 - continued

<b>Indicator title</b>	<b>3.2.1 % of accredited SDPs with implemented occupational qualifications and part qualifications quality assured according to QCTO standards</b>
<b>Definition</b>	% of accredited SDPs with occupational qualifications and part qualifications implemented, quality assured against QCTO compliance standards
<b>Source of Data</b>	MIS Generated Report on Occupational Qualifications and part qualifications with learner enrolments at accredited SDPs OQLMS Monitoring and/or Curriculum implementation Monitoring Reports
<b>Method of Calculation/Assessment</b>	Number of accredited SDPs implementing occupational qualifications and part qualifications quality assured divided by number of accredited SDPs implementing occupational qualifications and part qualifications X 100
<b>Means of verification</b>	a) Quality Assurance Monitoring reports (including OQLMS reports) b) Report on number of accredited SDPs implementing occupational qualifications and part qualifications
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Fully Functional OQLMS and QCTO MIS</li> <li>OQSF, Quality Assurance Policies revised and Implemented</li> <li>Criteria and guidelines are updated and approved</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>QCTO MIS not fully functional</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>Maintain and enhance the QCTO MIS</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Quality Assurance



## PROGRAMME 3 - continued

<b>Indicator title</b>	<b>3.2.2 % of accredited SDPs with implemented historically registered qualifications (excluding NATED Report 190/191, Programmes) quality assured against QCTO compliance standards</b>
<b>Definition</b>	% of accredited SDPs with historically registered qualifications implemented, quality assured against QCTO compliance standards
<b>Source of Data</b>	Generated list of accredited SDPs offering historically registered qualifications; OQLMS Monitoring and Programme Implementation Reports
<b>Method of Calculation/Assessment</b>	Number of accredited SDPs implementing historically registered qualifications quality assured divided by number of accredited SDPs implementing historically registered qualifications X 100
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>a. Quality Assurance monitoring reports (including OQLMS reports)</li> <li>b. Report on number of accredited SDPs with learner uptake for historically registered qualifications</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Functional QCTO MIS</li> <li>• OQSF, Quality Assurance Policies revised and implemented</li> <li>• OQLMS functional and operational for historically registered qualifications</li> <li>• Criteria and guidelines are updated and approved</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>• QCTO MIS not fully functional</li> <li>• Incorrect information provided in QAP quarterly reports</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>• Maintenance and enhancement of the QCTO MIS</li> <li>• QCTO revoking this function from QAPs, own quality assurance measures to be put in place (e.g. OQLMS)</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Quality Assurance



## PROGRAMME 3 - continued

<b>Indicator title</b>	<b>3.2.3 (a) % of accredited SDPs with implemented NATED Report 190/191 (e.g. N4-N6) programmes quality assured against QCTO compliance standards</b>
<b>Definition</b>	% of SDPs with NATED Report 190/191 (e.g. N4-N6) programmes implemented, quality assured against QCTO compliance standards
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>List of accredited SDPs implementing NATED Report 190/191 programmes</li> <li>QCTO Quality Assurance monitoring reports</li> </ul>
<b>Method of Calculation/Assessment</b>	Number of accredited SDPs implementing occupational qualifications and part qualifications quality assured divided by number of accredited SDPs implementing occupational qualifications and part qualifications X 100
<b>Means of verification</b>	<ol style="list-style-type: none"> <li>Quality Assurance monitoring reports</li> <li>Report on number of accredited SDPs implementing NATED Report 190/191 (e.g. N4-N6) programmes</li> </ol>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Fully Functional QCTO MIS</li> <li>OQSF, Quality Assurance Policies revised and Implemented</li> <li>Criteria and guidelines are updated and approved</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>DHET database of historically accredited SDPs not accredited by the QCTO, but have been issued with examination centre numbers pose a risk for the leakage of examination papers</li> <li>QCTO MIS not fully functional</li> <li>DHET database size unknown</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>DHET database of SDPs must be verified against QCTO accredited SDPs</li> <li>Maintenance and implementation of the QCTO MIS</li> <li>DHET Data base verification project</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Quality Assurance



## PROGRAMME 3 - continued

<b>Indicator title</b>	<b>3.2.3 (b) Number of NATED Report 190/191 (e.g. N4 – N6) Instructional Offering Exams sessions conducted at accredited SDPs, quality assured against QCTO standards</b>
<b>Definition</b>	Number of NATED Report 190/191 (e.g. N4 – N6) instructional Offering Exams sessions conducted at accredited SDPs quality assured by the QCTO
<b>Source of Data</b>	Examination Timetable received from DHET Monitoring schedules compiled, identified SDPs monitored and Exam Session Reports compiled
<b>Method of Calculation/Assessment</b>	Number of Instructional Offering Exam Sessions quality assured for NATED Report 190/191 Programmes
<b>Means of verification</b>	a. Schedule of identified accredited SDPs for the conduct of NATED 190/191 Examinations b. Exam Session Reports completed
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Examination Timetables received from DHET timeously</li> <li>• OQSF, Quality Assurance Policies revised and implemented</li> <li>• Criteria and guidelines are updated and approved</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>• DHET not submitting examination timetables for Engineering and Business/General Studies timeously to the QCTO to prepare monitoring visits</li> <li>• Unavailability of monitors</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>• Ensure submission of examination timetables from DHET timeously</li> <li>• Ensure availability of monitors (external if necessary)</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Bi-annually
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Quality Assurance



## PROGRAMME 3 - continued

Indicator title	<b>3.2.3 (c) Number of NATED Report 190/191 Instructional Offering marking sessions quality assured against QCTO standards</b>
Definition	Number of NATED Report 190/191 Instructional Offering marking sessions quality assured by the QCTO
Source of Data	Examination Timetable received from DHET Monitoring schedules compiled, identified marking venues monitored and Marking Session Reports compiled
Method of Calculation/Assessment	Number of Marking Session Reports compiled for NATED Report 190/191 Instructional Offering
Means of verification	<ul style="list-style-type: none"> <li>List of national marking venues identified by the DHET for the marking of NATED 190/191 Examination scripts</li> <li>Marking Session Reports completed</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>List of marking venues received from DHET timeously</li> <li>OQSF, Quality Assurance Policies revised and Implemented</li> <li>Criteria and guidelines are updated and approved</li> </ul>
Key risk	<ul style="list-style-type: none"> <li>DHET not submitting list of marking venues for Engineering and Business/General Studies timeously to the QCTO to prepare monitoring visits</li> <li>Unavailability of monitors</li> </ul>
Risk treatment measure	<ul style="list-style-type: none"> <li>Ensure submission of list of marking venues from DHET timeously</li> <li>Ensure availability of monitors (external if necessary)</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Bi-annually
Desired performance	Actual performance is higher than the targeted performance
Indicator responsibility	Chief Director: Occupational Quality Assurance



## PROGRAMME 3 - continued

<b>Indicator title</b>	<b>3.2.4 % of accredited SDPs with skills programmes implemented, quality assured against QCTO standards</b>
<b>Definition</b>	% of accredited SDPs with learner enrolments for QCTO skills programmes, quality assured against QCTO compliance standards
<b>Source of Data</b>	MIS Generated Report on QCTO Skills Programmes implemented at accredited SDPs with learner enrolments OQLMS Monitoring and/or QA Monitoring Reports
<b>Method of Calculation/Assessment</b>	Number of accredited SDPs implementing skills programmes quality assured divided by number of accredited SDPs implementing skills programmes X 100
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>a. Quality Assurance Monitoring reports (including OQLMS reports)</li> <li>b. Report on number of accredited SDPs with learner uptake for skills programmes</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Fully Functional OQLMS and QCTO MIS</li> <li>• OQSF, Quality Assurance Policies revised and implemented</li> <li>• Criteria and guidelines are updated and approved</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>• QCTO MIS not fully functional</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>• Maintain and enhance the QCTO MIS</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Quality Assurance



## PROGRAMME 3 - continued

<b>Indicator title</b>	<b>3.2.5 % of accredited Assessment Centres conducting EISAs (External Integrated Summative Assessments) quality assured against QCTO standards</b>
<b>Definition</b>	% of accredited Assessment Centres conducting EISAs quality assured against QCTO standards
<b>Source of Data</b>	Reports on quality assurance of EISAs conducted at accredited Assessment Centres; List of Assessment Centres conducting EISAs
<b>Method of Calculation/Assessment</b>	Number of accredited Assessment Centres conducting EISAs quality assured divided by number of accredited Assessment Centres offering EISAs X 100
<b>Means of verification</b>	a. Reports on EISAs conducted at accredited Assessment Centres b. List of Assessment Centres conducting EISAs
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Fully functional OQLMS and QCTO MIS</li> <li>OQSF, Quality Assurance Policies revised and Implemented</li> <li>Criteria and guidelines are updated and approved</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>QCTO MIS not fully functional</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>Maintain and enhance the QCTO MIS</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator responsibility</b>	Chief Director: Occupational Quality Assurance



## PROGRAMME 3 - continued

<b>Indicator title</b>	<b>3.3.1 Report on occupational qualifications, part qualifications and skills programmes in high demand offered by TVET Colleges, CET Colleges, Universities and Private Skills Development Providers</b>
<b>Definition</b>	Uptake of occupational qualifications, part qualifications and skills programmes in high demand offered by TVET Colleges, CET Colleges, Universities and Private Skills Development Providers reported on.
<b>Source of Data</b>	MIS Generated Report on Occupational Qualifications, part qualifications and Skills Programmes with learner enrolments at accredited SDPs Monitoring and/or Curriculum Implementation Monitoring Reports
<b>Method of Calculation/Assessment</b>	Report on uptake of occupational qualifications, part qualifications and skills programmes in high demand offered by TVET Colleges CET Colleges, Universities and Private Skills Development Providers
<b>Means of verification</b>	c. Quality Assurance Monitoring reports Report on number of accredited SDPs implementing occupational qualifications, part qualifications and Skills Programmes
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Ministerial/DHET Plan in place</li> <li>• Fully Functional QCTO MIS</li> <li>• OQSF, Quality Assurance Policies revised and Implemented</li> <li>• Criteria and guidelines are updated and approved</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>• ERRSS not finalised by Minister of HESI</li> <li>• TVET Colleges, CET Colleges, Universities and Private Skills Development Providers do not implement the occupational qualifications, part qualifications and skills programmes in high demand</li> <li>• TVET Colleges, CET Colleges, Universities and Private Skills Development Providers do not have the capacity to offer occupational qualifications and skills programmes</li> <li>• Lack of Ministerial /DHET plan in Place</li> <li>• QCTO MIS not fully functional</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>• Use QCTO Council approved plan of action in response to draft ERRSS</li> <li>• Engagement with the DHET regarding implementation of QCTO occupational qualifications, part qualifications and skills programmes in high demand</li> <li>• Support TVET Colleges, CET Colleges, Universities and Private Skills Development Providers capacitation initiatives</li> <li>• Maintain and enhance the QCTO MIS</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	Report produced
<b>Indicator responsibility</b>	Chief Director: Occupational Quality Assurance



## PROGRAMME 4

Indicator title	4.1.1 Number of Research Reports approved by the CEO
Definition	This indicator measures the number of Research Reports that have been completed and have been approved by the CEO
Source of Data	Approved reports
Method of Calculation/Assessment	Count the number of approved Research Reports
Means of verification	Approved reports
Assumptions	Research staff in place
Key risk	Lack of staff
Risk treatment measure	Recruitment processes prioritised
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annual
Desired performance	Actual performance is higher than the targeted performance
Indicator responsibility	Director: Research and Analysis



## PROGRAMME 4 - continued

Indicator title	4.1.2 Research Bulletin published online
Definition	This indicator measures the number of Research Bulletins published by the QCTO in a year
Source of Data	Published bulletin/s
Method of Calculation/Assessment	Count number of Research Bulletins published
Means of verification	Published bulletin
Assumptions	Sufficient contributions received for the publication
Key risk	Insufficient contributions received
Risk treatment measure	Requests for submissions prioritised
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annual
Desired performance	Actual performance is higher than the targeted performance
Indicator responsibility	Director: Research and Analysis



## ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

Name of grant	Purpose	Output	Current annual budget (R'000)	Periods of grant
NSF Project: Digitisation of paper-based trades and occupations records	To scan and index the learner records in paper based format for trades and occupations records and capture the information in a database, then transfer data to NLRD	Scanned images of trades and occupations records  Database with metadata of all the digitised information for certification purposes  Record on NLRD	9 901	Apr 2020 – Mar 2021 As part of a fixed timeframe that will expire in March 2022
CCPSET: QCTO-ACCREDITATION	NSF assistance to QCTO with Accreditation Backlog of 100 Skills Development Providers	<ol style="list-style-type: none"> <li>1. Appointment of verifiers/ Subject Matter Experts (Advertisement selection, recruitment, induction and training)</li> <li>2. (100 Site Visits)</li> <li>3. Communication</li> <li>4. Verification of bogus SDPs</li> </ol>	724	1 Apr 2020 – 31 Mar 2021



## LIST OF ACRONYMS

<b>4IR</b>	4 <sup>th</sup> Industrial Revolution	<b>NSDP</b>	National Skills Development Plan
<b>AQP</b>	Assessment Quality Partner	<b>OQSF</b>	Occupational Qualifications Sub-Framework
<b>CET</b>	Community Education and Training	<b>PQM</b>	Programme Qualification Mix
<b>DBE</b>	Department of Basic Education	<b>PSDF</b>	Provincial Skills Development Forum
<b>DHESI</b>	Department of Higher Education, Science and Innovation	<b>PSET</b>	Post-School Education and Training
<b>ERRP</b>	Economic Reconstruction and Recovery Plan	<b>QA</b>	Quality Assurance
<b>ERRSS</b>	Economic Reconstruction and Recovery Skills Strategy	<b>QAF</b>	Quality Assurance Function
<b>EPWP</b>	Expanded Public Works Projects	<b>QAP</b>	Quality Assurance Partner
<b>FWOW</b>	Future World of Work	<b>QC</b>	Quality Council
<b>GENFETQA Act</b>	General and Further Education and Training Qualification Assurance Act	<b>QCTO</b>	Quality Council for Trades and Occupations
<b>HEMIS</b>	Higher Education Management Information System	<b>RPL</b>	Recognition of Prior Learning
<b>HEQSF</b>	Higher Education Qualifications Sub-Framework	<b>RQF</b>	Regulated Qualifications Framework
<b>IGR</b>	Intergovernmental Relations	<b>SADC</b>	Southern African Development Community
<b>MHESI</b>	Minister of Higher Education, Science and Innovation	<b>SAQA</b>	South African Qualification Authority
<b>MIS</b>	Management Information System	<b>SDA</b>	Service Delivery Agreement
<b>MoA</b>	Memorandum of Agreement	<b>SDP</b>	Skills Development Provider
<b>MTSF</b>	Medium-Term Strategic Framework	<b>SETA</b>	Sector Education and Training Authority
<b>NAMB</b>	National Artisan Moderation Body	<b>SIPs</b>	Strategic Integrated Projects
<b>NDP</b>	National Development Plan	<b>SSPs</b>	Sector Skills Plans
<b>NLRD</b>	National Learners' Records Database	<b>TVET</b>	Technical Vocational Education and Training
<b>NPPSET</b>	National Plan for Post-School Education and Training		
<b>NQF</b>	National Qualification Framework		









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