







## **QUALITY COUNCIL FOR TRADES AND OCCUPATIONS**

### **Annual Performance Plan QCTO**

**2021/22**

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## Accounting Authority Statement

The 10th anniversary of the Quality Council for Trades and Occupations (QCTO) in April 2020 presented the organisation with the opportunity to review its successes and to interrogate its key strategic changes, challenges, and opportunities. The end of the term of office of the second council also coincided with the culmination of the 2020/21 Annual Performance Plan.

As with many things this year, COVID-19 has caused unprecedented disruptions to every aspect of society. Unfortunately, the Education and Training Sector was not spared. Finalising the 2021/22 APP in the context of major budget cuts as well as the uncertainties surrounding the COVID-19 pandemic and post-pandemic era has no doubt been challenging. However, the QCTO has used this opportunity to re-imagine its mandate and to set in motion the re-engineering of its processes so that it remains a relevant entity within the PSET Sector. The QCTO remains cognisant of its critical role in the PSET Sector and its role in contributing to the economic recovery of the country by ensuring credible qualifications, part qualifications and skills programmes that lead to livelihood, self-employment and meaningful employment.

It is my contention that as the QCTO, we have put the necessary mitigation strategies and plans in place to weather the COVID-19 storm for the short and medium-term. The long-term effects of the four-month skills levy holiday, future economic outlook, and other unintended consequences of the pandemic have not yet been determined and will have a prolonged impact on whether the QCTO will be able to achieve its mandate and targets for the Medium-Term Strategic Framework (MTSF) period. In this regard the QCTO will be able to absorb some of the impact in the 2021/22 financial year, through good corporate governance and financial prudence. However, it is uncertain whether it will be able to recover in the outer years of the MTSF period. It is therefore imperative for the QCTO funding model to be reviewed in line with the provisions of the NSDP.

For the Medium-Term Expenditure Framework (MTEF) period, the Council, Chief Executive Officer (CEO), and staff are fully committed to ensuring the successful implementation of this strategic plan and the targets as set in the National Development Plan (NDP), the NSDP, and the National Plan for PSET Colleges. QCTO will utilise the gains and savings made during the lockdown period to contribute to the achievement of its strategic imperatives:

- Creating a dynamic Occupational Qualifications Sub-Framework (OQSF)
- Adopting a special focus on Technical and Vocational Education and Training (TVET) Colleges and Community Education and Training (CET) Colleges

- Creating a QCTO that is a learning organisation

The QCTO appreciates the opportunity to serve the nation in the quest to ensure a “Qualified Skilled and Capable Workforce”



**Mr Samuel Zungu**

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 Technology;
- Takes into account all the relevant policies, legislation, and other mandates for which the QCTO is responsible; and
- Accurately reflects the Impact, Outcomes, and Outputs which the QCTO will endeavour to achieve over the period 2021/22.

Signature: \_\_\_\_\_

**Ms Ndivhudzannyi-Madilonga-Khondowe**

Programme Manager: Administration

Signature: \_\_\_\_\_

**Mr Emmanuel Mbuwe**

Programme Manager: Occupational Qualifications Quality Assurance

Signature: \_\_\_\_\_

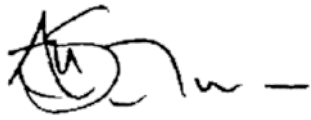
**Mr Thomas Lata**

Programme Manager: Occupational Qualifications Management and Certification

Signature: \_\_\_\_\_

**Mr Innocent Gumbochuma**

Chief Financial Officer



Signature: \_\_\_\_\_

**Ms Adri Solomon**

Head Official responsible for Planning



Signature: \_\_\_\_\_

**Mr Vijayen Naidoo**

Chief Executive Officer



Signature: \_\_\_\_\_

**Mr Samuel Zungu**

Chairperson: Accounting Authority - QCTO





Part A:

# Our Mandate

## 1. Constitutional Mandate

The QCTO is not directly referenced in the Constitution. However, there are two sections in the Bill of Rights to which its functions relate:

### 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.

### 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

In ensuring the quality of occupational qualifications, which include qualifications leading to trades, other occupations and professions, the QCTO contributes to Section 22.

In developing and quality assuring occupational qualifications, part qualifications and skills programmes that augment and/or replace the menu of qualifications in the further education and training sector (TVET and CET), it also contributes to Section 29(1)(b).

## 2. Legislative Mandate

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

- 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

The NQF Act is the guiding act for the qualification sub-frameworks with the Skills Development Act, the General and Further & Education and Training Qualification Act (GENFETQA Act) and the Higher Education Act providing the specific functions for each of the Quality Councils.

The following extracts from the National Qualifications Framework Act 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 coordinated 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);
- (k) (iii) perform any other function required by this Act; and
- (k) (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.

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

- 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.

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

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

### 2.4 Other Legislation

In December 2012, the Minister of Higher Education and Training published Government Gazette 36003 on the determination of the three sub-frameworks that make the National Qualifications Framework. 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 Gazette 36803 on 30 August 2013, amending the determination of the sub-frameworks that comprise the NQF. In this Gazette the Minister maintained the need for the OQSF development, to focus on NQF Levels 1 to 8.

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 have learner uptake into occupational qualifications.

With respect to accomplishing its mandate, the work of the QCTO over the period of the 2020/2021 to 2024/2025 Strategic Plan are encapsulated into 3 main strategic outcomes

- Creating a dynamic Occupational Qualifications Sub-Framework (OQSF)
- Adopting a special focus on Technical and Vocational Education and Training (TVET) Colleges and Community Education and Training (CET) Colleges
- Creating a QCTO that is a learning organisation

To achieve sustainability of the organisation the QCTO must have a well-developed corporate structure for Human Resources, Information Technology, and Finance 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 that employers find acceptable. These qualifications must be seen as credible. Thus, the strong focus on implementing a stringent quality assurance system that fosters strict oversight and monitoring of learning provision in particular. The QCTO has made a commitment to creating a vibrant TVET College system by ensuring that exciting and relevant qualifications are developed for use in this system.

### 3. Institutional Policies and Strategies over the five-year Planning Period

Whilst the legislative mandate of the QCTO is underpinned by the National Qualifications Framework (NQF) Act, the Skills Development Act, and other key national imperatives like the National Development Plan, the QCTO is keenly aware of the magnitude of the scope of its landscape and takes the implementation thereof very serious.

The QCTO is gearing towards the implementation of a number of key policies and strategies over the five year Strategic Plan, for example:

- National Skills Development Plan (NSDP)
- National Plan for Post School Education and Training (NP PSET)
- SETA landscape
- Revised Occupational Qualifications Sub-Framework (OQSF)
- Quality Assurance of NATED programmes
- 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



- 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:

# Our Strategic Focus





## 5. Vision

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

## 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.

## 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 for all who want a trade or occupation and, where appropriate, professions.

## 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, as well as manage the Occupational Qualification Sub-Framework (OQSF). This latter aspect of the organisation's mandate encompasses:

- 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; and
- Developing and submitting new occupational qualifications to SAQA for registration.

Managing the core objectives and related outcomes of the OQSF, includes accreditation of Skills Development Providers and Assessment Centers, Recognition of Prior Learning (RPL), articulation, standardised final integrated assessments and certification are taking centre stage as matters for prioritisation.

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.

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

- Medium-Term Strategic Framework (2019-2024)
- White Paper for Post-School Education and Training
- National Development Plan
- The National Skills Development Plan
- National Plan for PSET
- Ministerial Guidelines on Implementation of the National Qualifications Framework (NQF)
- Strategic Plan 2020/21 to 2024/25 of the Department of Higher Education and Training
- NQF Evaluation Improvement Plan.



In respect of the national policy initiatives, the QCTO has fully embraced the White Paper for Post-School Education and Training and the National Skills Development Plan, acknowledging the importance of the QCTO's contribution to the success of the national policy initiatives through the execution of its mandate. In particular, the QCTO contributes 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 the increase of 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 Moderating Body (NAMB). 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.

The National Development Plan 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.

### **The White Paper for Post-School Education and Training**

The White Paper's focus on expansion of TVET Colleges has been an important driver of the QCTO's operations where substantial work has been performed on converting the NATED qualifications into occupational qualifications that have significant relevance to industry. For the 2021/2022 period, this work will continue to be a major focus of the QCTO, 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. Quality assurance regimens that are improved 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, coordinated PSET System;
- expanded access,
- improved quality and increased diversity of provision;
- a stronger and more cooperative 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**

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 with regards to the leadership and governance in Skills Development. SETA's 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. The quality assurance conducted by SETA's and NAMB will be integrated into the QCTO. Funding allocation from the fiscus and skills levy will be reviewed to ensure that 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 to 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 300 occupational qualifications and the eradication of certification backlogs. We expect this upward trajectory to continue.

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

The QCTO Strategic Plan and APP 2021/2022 resonates with the following outcomes outlined in the Strategic Plan of the Department:

- 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**

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 more and more complex and

high value-added products with greater efficiency. In simple terms, the objective is to produce more value while 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 NQF 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 recommendation 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.

As the QCTO addresses all of the above matters, it is well aware of the need to focus on full implementation of the OQSF wherein closing policy gaps and finalisation of various systems require attention. Furthermore, the registration of qualifications and the significant reduction of legacy qualifications remain areas needing serious attention. Detailed plans exist and are being executed with respect to qualification registration, where there is a particular focus on those qualifications that meet scarce and critical skills needs. In terms of addressing the legacy qualifications, a plan has been developed and is being implemented focusing on eliminating or replace these qualifications. This plan includes the revoking of various delegations, which has been accompanied by various internal organisational initiatives aimed at ensuring that the QCTO assumes the work itself.

In respect of accomplishing its mandate, the work of the QCTO will be guided by the following strategic imperatives which were adopted by Council.

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

### 8.1.2 Opportunities

The challenges brought about by the COVID-19 Pandemic present opportunities for the QCTO to fast track some of the planned initiatives and those already implemented. The QCTO has developed Policies and guidelines for e-learning and e-assessment. These policies embrace multi-modal learning opportunities for learners. The QCTO has also commenced with the development of an Item Bank system that will provide for online and on-demand assessment opportunities. Further, the revised OQSF will streamline occupational qualifications management. The 4IR also requires new qualifications, which is seen as an opportunity.

The future world of work (FWOW) discussion presents more opportunities to develop new qualifications. This includes the discussion around renewable energy, which will increase the demand of green skills. Generally, keeping up with the discussion on the changing environment will allow for adequate responses in terms of new qualifications/ review of existing qualifications.



Currently, the high level of unemployment in South Africa, which will be exacerbated by the effects of the COVID-19 pandemic, is a scourge that means that there will be more demand for the services of the QCTO from people that may require qualifications and more importantly skills programmes. The emergence of social entrepreneurship also presents an opportunity.

### 8.1.3 Threats

The QCTO will need to be agile and ready to respond to shifts in focus and priorities that may result from the effects of the COVID-19 pandemic. The QCTO will need to put more effort into ensuring that its mandate and role is well understood amongst stakeholders.

Responding to the needs of the 4IR and the green economy might be a threat due to lack of capacity in the organisation. This coupled with exponential technological development may threaten the QCTO's standing amongst stakeholders unless it develops the ability to adapt through building response capabilities and agility.

Potential amendments to the NQF Act, combined with constant changes to education and the SETA landscape, if not well responded may also pose a threat to the organisation's standing. The lack of understanding of the uniqueness of the QCTO as a Quality Council is one of the biggest threats facing the QCTO, as it is forced to comply with policies that were primarily developed for more academic and institutionalised education and training.

## 8.2 Internal Environment Analysis

### 8.2.1 Overview

While many accomplishments have been made over the life of the organisation, it is still severely hampered in its growth and development due to several monumental challenges, in terms of policies and implementation of policies, which affect the overall institution and the greatest one is funding. Annually the QCTO must apply to receive the SETA Grant Levy funding which does not augur well for long-term planning and the predictability of financial flows. Due to the expanding QCTO mandate, the inadequate funding base is glaringly apparent and hinders the organisation's ability to fulfil its legislative requirements. In view of the financial shortcomings the QCTO has great difficulty in funding the required organisational structure technological platforms that would allow it to operate effectively. Finally, attention must be drawn to a critical environmental factor that impedes the achievement of the National Development Plan, this being the availability of sufficient workplaces to complete occupational qualifications.

### 8.2.2 Strengths

The QCTO has a clear, legislated mandate that will be better managed through entering into MoUs and SLA's with relevant and appropriate authorities, including SETA's and Professional Bodies. All the necessary and relevant governance structures are in place and function well. The QCTO also has well-established systems and policies. The QCTO has obtained a clean audit for three consecutive years.



The organisation has systems positioning it well in terms of its linkage to TVET Colleges, CETs, professional bodies, etc. These include 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 communication system is also in place.

### 8.2.3 Weaknesses

The weaknesses identified includes 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 that 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, which in turn limits the extent to which stakeholders know and understand the QCTO and 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 a 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.

## 9. Overview of 2021/22 budget and MTEF estimates

The QCTO was allocated R116,4 million for 2019/20 financial year. The approved allocation for 2020/21 was R124,6 million, however due to COVID-19 pandemic this was then reduced to R122,7 million. The original request was for R275 million in line with Costing analysis as per the QCTO Business Case. The SETA Levy Grant request for the 2021/22 financial year was R145 million and only R67,7 million was approved. The projections for the outer financial years 2022/23 and 2023/24 (yet to be approved) are R74,5 million and R82 million respectively. The DHET funds from the fiscus are projections as provided by the DHET. The amounts also factor in the reductions as stipulated in the National Treasury Revised Baseline Allocations for 2020/21 to 2023/24. The outer years are estimates based on a 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 in any way cover 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 letter received by QCTO with Indicative Medium Term Allocations for 2019/20 to 2021/22, did not include the R30 million additional baseline increase over the MTEF period as per the submission by QCTO. On the contrary, QCTO's baseline was reduced by R9,3 million across the MTEF period. This necessitated that the QCTO's projected revenue and expenditure MTEF budgets be revised accordingly to be in line with the reduced amounts which National Treasury indicated will be from compensation as a result of the proposed wage freeze for Senior Management. 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. Compared to the 2020/21 allocation it is a reduction of 30%. This is attributed to the Impact of COVID-19 on revenue collected from the Skills Levy. The

reduction will make it impossible for the QCTO to function as expected as the SETA fund allocation will only cover compensation of employees. The percentage trends, although inadequate, was based on the SETA Levy 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 R 28.2 million, 2022/23 an allocation of R28.5 million, and 2023/24 a reduced allocation of R 28.2 million. In order to fulfil the mandate assigned to it in legislation and to respond to recent changes in the education and training environment, 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 budgets cuts, the QCTO will have to identify certain services that it will have to levy fees to supplement the budget to prevent the organisation from collapse due to inadequate funding.

The Council approved the charging of verification and certification fees with effect from mid-2015/16 financial year onwards. Projected estimated receipts, which are very minimal, have not been factored into the revenue budgets as there are no reliable trends which can be used by the QCTO, and thereby bringing uncertainties with regard to the receipt of funds.

Accreditation fees have been introduced in the 2019/20 financial year and these have also not yet been factored into the budget as there are no trends which can result in reliable estimates.

Projected Revenue for 2021/22 and projections for the MTEF outer years are depicted in Figure 1 below:

**Figure 1**

	2019/20	2020/21	2021/22	2022/23	2023/24
DHET Grant	26 056	25 507	27 630	28 506	28 250
SETA Grant	90 348	97 200	67 743	74 517	81 969
Approved Surplus	19 159	-	-	-	-
<b>Total</b>	<b>135 563</b>	<b>122 707</b>	<b>95 373</b>	<b>103 023</b>	<b>110 219</b>

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

Projected expenditure on Compensation is expected to remain constant as all vacant posts on the approved structure will be frozen in response to budget cuts. 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 and capital expenditure has been reduced for the 2021/22 financial year due to the budget cuts, and is expected to increase in the outer years as normalisation is expected to be restored in terms of economic activity.



## 9.1 Expenditure Estimates per Programme

Expenditure estimates per programme						
Programmes	Adjusted Appropriation			Projections		
	2020/21			2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjusted budget			
1. Administration	51 564	-	51 564	37 746	41 628	45 484
2. Occupational Qualifications Management, Assessment and Certification	31 943	-900	31 043	25 932	27 950	29 468
3. Occupational Qualifications Quality Assurance	36 070	-400	35 670	29 732	31 075	32 768
4. Research Analysis and Quality Assurance	5 057	-628	4 429	1 963	2 370	2 499
<b>TOTAL</b>	<b>124 635</b>	<b>-1 928</b>	<b>122 707</b>	<b>95 373</b>	<b>103 023</b>	<b>110 219</b>

## 9.2 Expenditure Estimates per Classification

Expenditure estimates per classification						
Classification	Adjusted Appropriation			Projections		
	2020/21			2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjusted budget			
Compensation	80 339	-1 328	79 011	70 300	72 999	79 314
Goods and services	40 818	-600	40 218	24 313	27 847	27 119
Capital expenditure	3 478	-	3 478	760	2 177	3 786
<b>TOTAL</b>	<b>124 635</b>	<b>-1 928</b>	<b>122 707</b>	<b>95 373</b>	<b>103 023</b>	<b>110 219</b>

Part C:

# Measuring Performance



## 10. Programmes

### 10.1 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		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
QCTO is a responsive learning organisation	1.1 A capacity building strategy is developed and implemented	1.1.1 A capacity building strategy is approved by required structures	N/A	N/A	N/A	New indicator Capacity building strategy approved by MANCOM	Capacity building strategy approved by Council	N/A	N/A
		1.1.2 % implementation of the Capacity building strategy	N/A	N/A	N/A	N/A	New indicator 40% implementation of the capacity building strategy (Year 1)	New Indicator 60% of the capacity building strategy implemented (Year 2)	100% of the capacity building strategy implemented (Year 3)
	1.2 Master Systems Plan (MSP) is developed and implemented	1.2.1 % implementation of the MSP	N/A	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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	1.3 A Marketing and Communications strategy is developed and implemented	1.3.1 % implementation of the Marketing and Communication strategy	N/A	N/A	N/A	New indicator Marketing and Communications strategy is approved by Council	40% of the the Marketing and Communications strategy implemented (Year 1)	40% of the the Marketing and Communications strategy implemented (Year 2)	20% of the the Marketing and Communications strategy implemented (Year 3)
	1.4 A change management strategy is developed and implemented	1.4.1 A change management strategy is approved by required structures	N/A	N/A	N/A	New indicator Change management strategy approved by MANCOM	Change Management is strategy approved by Council	N/A	N/A
		1.4.2 % implementation of the Change management strategy	N/A	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)



## OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Outputs	Output Indicators*	Annual Targets	Q1	Q2	Q3	Q4
1.1 A capacity building strategy is developed and implemented	1.1.1 A capacity building strategy is approved by required structures	Capacity building strategy approved by Council	N/A	N/A	N/A	Capacity building strategy approved by Council
	1.1.2 % implementation of the Capacity building strategy	40% implementation of the capacity building strategy (Year 1)	N/A	N/A	N/A	40% implementation of the capacity building strategy (Year 1)
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 the Marketing and Communications strategy implemented (Year 1)	N/A	N/A	N/A	40% of the the Marketing and Communications strategy implemented (Year 1)
1.4 A change management strategy is developed and implemented	1.4.1 A change management strategy is approved by required structures	Change management strategy approved by Council	N/A	N/A	N/A	Change management strategy approved by Council

## 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 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 a 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		
	2020/21			2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjusted budget			
Compensation	24 012	-	24 012	22 631	23 360	25 381
Goods and services	24 074	-	24 074	14 355	16 091	16 317
Capital expenditure	3 478	-	3 478	760	2 177	3 786
<b>TOTAL</b>	<b>51 564</b>	<b>-</b>	<b>51 564</b>	<b>37 746</b>	<b>41 628</b>	<b>45 484</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 and housekeeping matters amongst 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 that 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-19 era.
2. Development of an organisation-wide change management strategy – The strategy will define the approach needed to manage change activities within QCTO, by outlining the unique characteristics of change, associated risks and potential resistance.





## 10.2 Programme 2: Occupational Qualifications Management, Assessment and Certification

### Programme Purpose

To ensure that occupational qualifications, part-qualifications and skills programs on the OQSF 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		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
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 OQSF	2.1.1 Number of prioritised occupational qualifications (full/part) recommended to SAQA for registration on the OQSF	111	77	50	60	70	50	50
		2.1.2 Number of Historically Registered Qualifications recommended to SAQA for deactivation on the OQSF	N/A	N/A	N/A	New indicator 50	100	200	100
		2.1.3 Number of skills programmes approved by QCTO Council	N/A	N/A	N/A	New indicator 80	100	100	100

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	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	New indicator Achieved 100% 13 Assessments quality assured against QCTO standards	100%	100%	Revised indicator 100%	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	N/A	New indicator 20%	50%	Revised indicator 75%	90%	90%	90%



Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
		2.2.3 QCTO to implement a quality assurance plan for NATED Report 190/191 programmes as approved by Council	N/A	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
		2.2.4 % of assessments for QCTO developed skills programmes quality assured against QCTO standards within 21 working days	N/A	N/A	N/A	90% New Indicator	90%	90%	90%
		2.2.5 % of Assessment Quality Partners (or Assessment Bodies) quality assured against QCTO compliance standards	100%	100%	90 %	Revised indicator 90%	90%	90%	90%

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	2.3 A certification system is maintained	2.3.1 % of certificates issued within the turnaround time (21 working days)	100%	100%	95%	95%	95%	95%	95%
		2.3.2 % of verification of authenticity of certificates requests received and verified within turnaround time (5 working days)	99.9%	100%	95%	95%	95%	95%	95%
		2.3.3 % of learner records digitized against number on the project plan	N/A	N/A	New indicator 40%	60%	80%	95%	95%

### OUTPUT INDICATORS, ANNUAL AND QUARTERLY TARGETS

Outputs	Output Indicators	Annual 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	70	N/A	35	N/A	35
	2.1.2 Number of Historically Registered Qualifications recommended to SAQA for deactivation on the OQSF	100	N/A	50	N/A	50
	2.1.3 Number of skills programmes approved by QCTO Council	100	N/A	50	N/A	50



Outputs	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
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%	99%	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 QCTO to implement a quality assurance plan for NATED Report 190/191 programmes% as approved by Council	Report on the Implementation of Approved Council Plan	N/A	N/A	Report on the Implementation of Approved Council Plan	N/A
	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%
	2.3.3 % of learner records digitized against the number on the project plan	80%	N/A	N/A	N/A	80%

## **EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD**

Programme 2's strategic goal is for the Quality Council for Trades and Occupation to develop Occupational Qualifications, Part Qualifications, and Skills Programmes that are needed to enhance opportunities in terms of livelihood and employability for learners that achieve them, as well as Certification of achievement that is credible and authentic and recognised locally and internationally. 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.

Targets have been set taking into cognisance the challenges with which the work of the QCTO will be impacted on by the uncertainties associated with

the COVID-19 and post-COVID-19 era. Qualification development requires interaction with subject matter experts, facilitators and other partners. Moving these processes online has a number of challenges including weak connectivity, load shedding, and volume of documents that have to be scanned or emailed.

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



## RESOURCE CONSIDERATIONS

**Table: Budget allocation for the Programme 2**

Programmes	Adjusted Appropriation			Projections		
	2020/21			2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjusted budget			
Compensation	24 817	-700	24 117	21 382	22 630	24 587
Goods and services	7 126	-200	6 926	4 550	5 320	4 881
<b>TOTAL</b>	<b>31 943</b>	<b>-900</b>	<b>31 043</b>	<b>25 932</b>	<b>27 950</b>	<b>29 468</b>

Contribution of resources towards the achievement of outputs

The Programme Budget has been significantly impacted due to 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 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.

### 10.3 Programme 3: Occupational Qualifications Quality Assurance

#### Programme Purpose

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

#### OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
3. A single national quality assured Occupational Qualifications Sub-framework that promotes synergy, simplification	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)	Revised indicator Not achieved Actual achievement 87 % (313 of 358 providers accredited within the turnaround time)	90%	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)	N/A	N/A	N/A	New Indicator Establish a baseline	Revised Indicator 80%	80%	80%





Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
		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)	N/A	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%
		3.1.4 % of assessment centre accreditation applications processed (accreditation granted or declined) within the turnaround time (30 working days)	Achieved 100% 183 of 183 Assessment centre accreditation applications processed within a turnaround time of 30 days	Revised indicator 90%	100%	100%	100%	100%	100%

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	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	New indicator Not achieved 60% (63 of 105 providers with learner uptake monitored)	80%	Revised indicator 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.	N/A	New indicator 25%	Revised indicator 50%	50%	50%	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	N/A	N/A	N/A	New Indicator 25%	50%	75%	75%



Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
		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	N/A	New indicator 100	100	120	140
		3.2.3 (c) Number of NATED Report 190/191 Instructional Offering marking sessions quality assured against QCTO standards	N/A	N/A	N/A	New indicator 30	35	40	40
		3.2.4 % of accredited SDPs with skills programmes implemented, quality assured against QCTO standards.	N/A	N/A	N/A	New Indicator 25%	50%	75%	75%
		3.2.5 % of accredited Assessment Centres conducting EISAs (External Integrated Summative Assessments) quality assured against QCTO standards	N/A	N/A	N/A	60%	60%	60%	60%

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Public TVET and CET Colleges offer occupational qualifications and skills programmes that respond to skills needs of our country	3.3 Uptake of occupational qualifications and skills programmes by Public TVET and CET colleges	3.3.1 (a) Number of occupational qualifications, part qualifications and skills programmes offered by TVET Colleges (as per Ministerial Plan)	N/A	N/A	N/A	N/A	As per Ministerial Plan	As per Ministerial Plan	As per Ministerial Plan
		3.3.1 (b) Number of occupational qualifications, part qualifications and skills programmes offered by CET Colleges (as per Ministerial Plan)	N/A	N/A	N/A	N/A	As per Ministerial Plan	As per Ministerial Plan	As per Ministerial Plan



## OUTPUT INDICATORS, ANNUAL AND QUARTERLY TARGETS

Outputs	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
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%	N/A	90%	N/A	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)	100%	100%	100%	100%	100%
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%	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	50%	50%	50%	50%	50%
	3.2.3 (a) % of accredited SDPs with implemented NATED Report 190/191 (e.g. N4-N6) programmes quality assured against QCTO compliance standards	25%	25%	25%	25%	25%
	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	100	N/A	50	N/A	50
	3.2.3 (c) Number of NATED Report 190/191 Instructional Offering marking sessions quality assured against QCTO standards	35	N/A	15	N/A	20
	3.2.4 % of accredited SDPs with skills programmes implemented, quality assured against QCTO standards.	50%	50%	50%	50%	50%

Outputs	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
	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 Public TVET and CET colleges	3.3.1 (a) Number of occupational qualifications, part qualifications and skills programmes offered by TVET Colleges (as per Ministerial Plan)	As per Ministerial Plan	N/A	N/A	N/A	As per Ministerial Plan
	3.3.1 (b) Number of occupational qualifications, part qualifications and skills programmes offered by CET Colleges (as per Ministerial Plan)	As per Ministerial Plan	N/A	N/A	N/A	As per Ministerial Plan

### 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 the users and the clients, and effectiveness in the sense that it must produce intended results. This will be achieved by implementing a national accreditation system for all SDPs and Assessment Centres offering qualifications, part qualifications, and skills programmes on the OQSF as well as implementing a national assessment system for the corresponding qualifications and skills programmes. The Accreditation and Assessment systems must be accessible to all stakeholders, must be simple enough to understand and utilise, and must also achieve the intended results.

There are general challenges associated with the different domains related to quality assurance. Accreditation challenges are linked to an increasing and unpredictable number of accreditation applications. The system is still largely paper-based. The nature of the accreditation process is resource extensive, and analysis of applications reveals an increasing number of applications where applicants are not yet ready. The QCTO will have to implement accreditation fees to support this activity in light of the budget cuts.

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.



## RESOURCE CONSIDERATIONS

**Table: Budget allocation for Programme 3**

Classification	Adjusted Appropriation					
	2020/2021			2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjusted budget			
Compensation	28 791	-200	28 591	25 068	25 479	27 684
Goods and services	7 279	-200	7 079	4 884	5 596	5 084
<b>TOTAL</b>	<b>36 070</b>	<b>-400</b>	<b>35 670</b>	<b>29 732</b>	<b>31 075</b>	<b>32 768</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 Goods and Service budget are travelling expenses, payment of Community of Experts Practitioners (CEP), and workshops that will be conducted to achieve the outputs.

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 to ensure that 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.

## 10.4 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		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
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	N/A	New Indicator 3	3	4	4
		4.1.2 Research Bulletin published online	N/A	N/A	N/A	New Indicator 1	1	1	1

### OUTPUT INDICATORS, ANNUAL AND QUARTERLY TARGETS

Outputs	Output Indicators	Annual 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 the conducting of research that is of relevance to the development of the sub-framework for which it is responsible. This function is to be undertaken by a dedicated Research & Analysis unit that has been established. The indicators of performance concentrate on two key sets of tasks – the publishing of 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 focussed 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 2020/21 was to continue this trajectory, but the COVID-19 global pandemic required a rapid realignment of research priorities to take account of the pandemic and the effects of the National Lockdown. The projects in 2020/21 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.

There was also a decision taken to freeze all vacant posts, which meant that the Research and Analysis Unit could not be staffed, and remains with only the Director as the single employee in the unit. Given the uncertainty associated with the COVID-19 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 Sub-framework.

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 take up of these Occupational Qualifications by TVET and CET Colleges will in the medium-term ensure that learners study towards qualifications that are industry relevant and that will lead to meaningful employment.

## RESOURCE CONSIDERATIONS

**Table: Budget allocation for Programme 4**

Classification	Adjusted Appropriation					
	2020/2021			2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjusted budget			
Compensation	2 719	-428	2 291	1 219	1 530	1 662
Goods and services	2 339	-200	2 139	744	840	837
<b>TOTAL</b>	<b>5 057</b>	<b>-628</b>	<b>4 429</b>	<b>1 963</b>	<b>2 370</b>	<b>2 499</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
<b>Outcome 1:</b> 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.
	Un-identified 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.
<b>Outcome 2:</b> Public TVET and CET Colleges offer occupational qualifications and skills programmes that respond to skills needs of our country	TVET and CET Ministerial Plan based on DHET Strategic Plan not approved	QCTO develops plan for Ministerial approval
	TVET and CET Colleges do not buy-in to the occupational qualifications and skills programmes	Advocacy and pilot programmes implemented
	TVET and CET Colleges do not have the capacity to offer occupational qualifications and skills programmes	Support TVET and CET Colleges capacitation initiatives
<b>Outcome 3:</b> 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:

# Technical Indicator Descriptors



## PROGRAMME 1

<b>Indicator Title</b>	1.1.1 A capacity building strategy is approved by required structures
<b>Definition</b>	A three-year capacity building strategy with set deliverables to be achieved per each year (annually) will be developed and approved by required structures
<b>Source of data</b>	Approved Three year capacity building strategy
<b>Method of Calculation / Assessment</b>	Capacity building strategy approved by Council
<b>Means of verification</b>	Council approval Council Minutes
<b>Assumptions</b>	Adequate resources
<b>Key risk</b>	Delays in the approval process by Council
<b>Risk treatment measure</b>	Adherence to yearly meetings timetable
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non – Cumulative (Separate target for the year)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	Actual performance is earlier than the targeted performance
<b>Indicator Responsibility</b>	Chief Director: Corporate Services

<b>Indicator Title</b>	1.1.2 % implementation of the capacity building strategy
<b>Definition</b>	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
<b>Source of data</b>	Annual capacity building strategy with progress
<b>Method of Calculation / Assessment</b>	Number of achieved deliverables, divided by the total number of all deliverables in the annual capacity building strategy x 100
<b>Means of verification</b>	Capacity Building Annual Report
<b>Assumptions</b>	<ol style="list-style-type: none"> <li>1. Adequate Resources (funding, staffing, etc.)</li> <li>2. Capacity Building Strategy approved by Council</li> </ol>
<b>Key risk</b>	Lack of Management Support or staff buy in.
<b>Risk treatment measure</b>	Organisation wide Performance Management and Monitoring
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non – Cumulative (Separate targets for each year)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	Actual performance is earlier than the targeted performance
<b>Indicator Responsibility</b>	Chief Director: Corporate Services



<b>Indicator Title</b>	1.2.1 % implementation of the MSP
<b>Definition</b>	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
<b>Source of data</b>	MSP Annual Plan with progress
<b>Method of Calculation / Assessment</b>	Number of achieved deliverables, divide by the total number of all deliverables in the MSP Annual Plan x 100
<b>Means of verification</b>	ICT quarterly Reports
<b>Assumptions</b>	1. Adequate Resources (funding, staffing, etc.) 2. MSP approved by the Council
<b>Key risk</b>	Third party dependency
<b>Risk treatment measure</b>	Stringent monitoring of SLAs Skills transfer (in-house)
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative – quarter to date (previous quarterly target added to the next quarter to eventually add up to the Annual)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is earlier than the targeted performance
<b>Indicator Responsibility</b>	Chief Director: Corporate Services

<b>Indicator Title</b>	1.3.1 % implementation of the Marketing and communication strategy is implemented
<b>Definition</b>	A three-year marketing and communication 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.
<b>Source of data</b>	Year 1 Marketing and communication Strategy with progress
<b>Method of Calculation / Assessment</b>	Number of achieved deliverables, divide by the total number of all deliverables in the approved Marketing and communication strategy x 100
<b>Means of verification</b>	Marketing and Communication Quarterly progress Reports
<b>Assumptions</b>	<ol style="list-style-type: none"> <li>1. Adequate Resources (funding, staffing, etc.)</li> <li>2. Marketing and communication strategy approved by Council</li> </ol>
<b>Key risk</b>	Lack of Management support and staff buy - in
<b>Risk treatment measure</b>	Intensified awareness and consultation
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative – quarter to date (previous quarterly target added to the next quarter to eventually add up to the Annual)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Actual performance is earlier than the targeted performance
<b>Indicator Responsibility</b>	Chief Director: Corporate Services





<b>Indicator Title</b>	1.4.1 A change management strategy is approved by required structures
<b>Definition</b>	A three-year change management strategy with set deliverables to be achieved per each year (annually) will be developed and approved by required structures
<b>Source of data</b>	Approved Three (3) year change management strategy
<b>Method of Calculation / Assessment</b>	Change Management strategy approved by Council
<b>Means of verification</b>	Council approved Council Minutes
<b>Assumptions</b>	Adequate resources
<b>Key risk</b>	Delays in the approval process
<b>Risk treatment measure</b>	Adherence to yearly meetings timetable
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non – Cumulative (Separate target for the year)
<b>Reporting Cycle</b>	Annual
<b>Desired performance</b>	Actual performance is earlier than the targeted performance
<b>Indicator Responsibility</b>	Chief Director: Corporate Services

## PROGRAMME 2

<b>Indicator Title</b>	2.1.1 Number of prioritised occupational qualifications (full/ part) recommended for registration on the OQSF
<b>Definition</b>	<p>Prioritised occupational qualifications are qualifications developed and recommended for registration on the OQSF, identified from one of the following groupings:</p> <ul style="list-style-type: none"> <li>a. QCTO research unit</li> <li>b. List of occupations in high demand</li> <li>c. Trades (Gazette number 353625, 31 August 2012)</li> <li>d. New Growth Plan</li> <li>e. Reconfiguration of the NATED qualifications</li> <li>f. Historically Registered Qualifications</li> </ul>
<b>Source of data</b>	<ul 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> </ul>
<b>Method of Calculation / Assessment</b>	Counting the number of prioritised occupational qualifications (full/part) that has been approved by Council for recommendation to SAQA
<b>Means of verification</b>	<ul 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> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>a. QCTO Council approves and recommends qualifications</li> <li>b. SAQA respond timeously</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>a. Non- approval of qualifications by QCTO Council</li> <li>b. Lack of response in verification process from different stakeholders</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>a. Develop clear procedures for qualifications facilitators and industry stakeholders</li> <li>b. Ensure that qualifications submitted to Council comply with set standards</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 Qualifications Management

<b>Indicator Title</b>	2.1.2 Number of Historically Registered Qualifications recommended for deactivation on the OQSF
<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. QCTO Council minutes 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 de-activation 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



<b>Indicator Title</b>	2.1.3 Number of skills programmes approved by QCTO Council
<b>Definition</b>	Skills programmes are programmes identified, developed and approved by QCTO Council. These skills programmes are identified through the following groupings:  a. QCTO research unit  b. National imperatives
<b>Source of data</b>	QCTO Council minutes approving skills programmes for recording by QCTO
<b>Method of Calculation / Assessment</b>	Count the number of skills programmes approved by QCTO Council
<b>Means of verification</b>	QCTO Council minutes approving skills programmes for recording by QCTO
<b>Assumptions</b>	QCTO Council approves the skills programmes
<b>Key risk</b>	No skills programmes identified for development
<b>Risk treatment measure</b>	Clear skills development templates
<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

<b>Indicator Title</b>	2.2.1 % of assessments for occupational qualifications and part qualifications quality assured against QCTO standards within 21 working days turnaround time
<b>Definition</b>	% of assessments 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>	a) EISA Tracking Register b) QCTO EISA quality assurance verification reports c) Learner achievement approval letter
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Fully Functional OQLMS</li> <li>OQSF, Assessment, Approval of results and RPL Policies revised and Implemented</li> <li>Criteria and guidelines are updated and approved</li> <li>Functional e-assessment system</li> <li>Appointment of part-time developers and moderators</li> <li>Internal Quality Assurance Committee</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>QCTO MIS 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 QCTO MIS</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: OQA



<b>Indicator Title</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>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>• Fully Functional OQLMS for historically registered qualifications</li> <li>• Fully Functional MIS</li> <li>• OQSF, Assessment, Approval of results and RPL Policies revised and Implemented</li> <li>• Criteria and guidelines are updated and approved</li> <li>• Appointment of part-time external verifiers/moderators</li> <li>• Internal Quality Assurance Committee</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>• QCTO MIS 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>• Maintain and enhance the QCTO MIS</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: OQA

<b>Indicator Title</b>	2.2.3 QCTO to implement a quality assurance plan for NATED Report 190/191 (e.g. N4-N6) programmes as approved by Council
<b>Definition</b>	A plan will be developed in order to quality assure the NATED Report 190/191 programmes with achievable milestones
<b>Source of data</b>	a. Council approved plan for quality assurance of NATED Report 190/19 b. DHET information on Report 190/191
<b>Method of Calculation / Assessment</b>	Approved plan for NATED Report 190/191
<b>Means of verification</b>	a. Council approved plan for quality assurance of NATED Report 190/191 b. Quality assurance Reports
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Cooperation by with the DHET</li> </ul> <p>QCTO will receive funding for this function</p>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>Limited responsiveness from the DHET</li> <li>Inaccurate reports/data from DHET</li> <li>Inadequate funding</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>Regular meetings and communication with the DHET</li> <li>Request accurate reports/data from DHET</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>	Actual performance is higher than the targeted performance
<b>Indicator Responsibility</b>	Chief Director: OQA





<b>Indicator Title</b>	2.2.4% of assessments for QCTO developed skills programmes quality assured against QCTO standards within 21 working days
<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 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 100%
<b>Means of verification</b>	a) EISA Tracking Register b) QCTO EISA quality assurance verification reports c) Learner achievement approval letter
<b>Assumptions</b>	<ul style="list-style-type: none"><li>• Fully Functional OQLMS.</li><li>• OQSF, Assessment, Approval of results and RPL Policies revised and Implemented</li><li>• Criteria and guidelines are updated and approved</li><li>• Functional e-assessment system</li><li>• Appointment of part-time developers and moderators</li><li>• Internal Quality Assurance Committee</li></ul>
<b>Key risk</b>	<ul style="list-style-type: none"><li>• QCTO MIS 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 QCTO MIS</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: OQA

<b>Indicator Title</b>	2.2.5 % of Assessment Quality Partners (or Assessment Bodies) quality assured against QCTO compliance standards
<b>Definition</b>	% of Assessment Quality Partners (or Assessment Bodies) whose quality assurance systems and processes are monitored against QCTO set standards
<b>Source of data</b>	AQP/Assessment Bodies Reports submitted to the QCTO; Evaluation Reports compiled by QCTO
<b>Method of Calculation / Assessment</b>	The number of Assessment Quality Partners (or Assessment Bodies), quality assured against QCTO compliance standards divided by the total number of AQPs/Assessment Bodies multiplied by a hundred
<b>Means of verification</b>	a. Quarterly Reports submitted by AQPs/Assessment Bodies b. QCTO Evaluation reports
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Fully Functional MIS</li> <li>OQSF, Revised AQP, Assessment, Approval of results and RPL Policies revised and Implemented</li> <li>Criteria and guidelines are updated and approved</li> <li>Functional external Assessment Bodies</li> <li>Functional e-assessment system</li> <li>Internal Quality Assurance Committee</li> </ul>
<b>Key risk</b>	<ul style="list-style-type: none"> <li>QCTO MIS not fully functional</li> <li>External Assessment Bodies not established</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>Maintain and enhance QCTO</li> <li>Establishment of external Assessment Bodies</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: OQA



<b>Indicator Title</b>	2.3.1 % of certificates issued within turnaround time (21 working days)
<b>Definition</b>	The percentage of certificates issued within the established turnaround time (21 working days)
<b>Source of data</b>	a. Certification request/recommendations from AQPs b. Certification Management Information System c. Number of certificates issued
<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>	a. Certification requests received, approved and processed
<b>Key risk</b>	a. Inaccurate and or incomplete data from AQPs b. System failure
<b>Risk treatment measure</b>	a. Policies and directives b. Workshops and communication with AQPs
<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

<b>Indicator Title</b>	2.3.2 % of verification of authenticity of certificates requests received and verified within turnaround time (5 working days)
<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 OQM



<b>Indicator Title</b>	2.3.3 % of learner records digitized against the number on the project plan
<b>Definition</b>	% of historical learner records digitized against number on the project plan
<b>Source of data</b>	a. Report on the number of digitised records electronically available b. Project plan approved by CEO
<b>Method of Calculation / Assessment</b>	Number of digitised historical records divided by the number of historical records as per the project plan multiplied by a hundred
<b>Means of verification</b>	Annual Digitisation Project Report
<b>Assumptions</b>	a. Service Provider appointed for digitization b. Records available for digitization c. Project and implementation plans d. Database available to receive and record data
<b>Key risk</b>	a. Delay in appointment of Service Provider for digitization b. Records not available for digitization c. Data corruption in the transfer process
<b>Risk treatment measure</b>	a. Plan implemented as intended b. Backup of databases c. Effective Project Management
<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>	Annual
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator Responsibility</b>	Chief Director: OQM

## PROGRAMME 3

<b>Indicator Title</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>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>	a. MIS Report of SDP applications b. MIS Report of accreditation and decline letters issued to SDPs, indicating turnaround time
<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 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>	Bi-Annually
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator Responsibility</b>	Chief Director: OQA
<b>Means of verification</b>	a. Report of SDP applications b. Report of accreditation and decline letters issued to SDPs, indicating turnaround time



<b>Indicator Title</b>	3.1.2 % of Skills Development Providers accreditation applications for Council approved Skills Programmes processed within the turnaround time (90 working days)
<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>	a. Report of SDP applications b. Report of accreditation and decline letters issued to SDPs, indicating turnaround time
<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 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: OQA

<b>Indicator Title</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 turnaround time (90 working days)
<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>	a. Generated Report of SDP applications b. Generated Report of accreditation and decline letters issued to SDPs, indicating turnaround time
<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 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 behavior 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: OQA





<b>Indicator Title</b>	3.1.4 % of assessment centre accreditation applications processed (accreditation granted or declined) within the turnaround time (30 working days)
<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: OQA

<b>Indicator Title</b>	3.2.1 % of accredited SDPs with implemented occupational qualifications and part qualifications quality assured according to QCTO standards
<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: OQA



<b>Indicator Title</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>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>	a. Quality Assurance monitoring reports (including OQLMS reports) b. Report on number of accredited SDPs with learner uptake for historically registered qualifications
<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: OQA

<b>Indicator Title</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>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>	List of accredited SDPs implementing NATED Report 190/191 programmes; QCTO Quality Assurance monitoring reports
<b>Method of Calculation / Assessment</b>	Number of accredited SDPs implementing NATED Report programmes quality assured divided by number of accredited SDPs implementing NATED Report programmes X 100
<b>Means of verification</b>	a. Quality Assurance monitoring reports b. Report on number of accredited SDPs implementing NATED Report 190/191 (e.g. N4-N6) programmes
<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: OQA



<b>Indicator Title</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>Definition</b>	Number of NATED Report 190/191 (e.g. N4 – N6) Instructional Offering Exams 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: OQA

<b>Indicator Title</b>	3.2.3 (c) Number of NATED Report 190/191 Instructional Offering marking sessions quality assured against QCTO standards
<b>Definition</b>	Number of NATED Report 190/191 Instructional Offering national marking sessions quality assured by the QCTO
<b>Source of data</b>	Examination Timetable received from DHET; Monitoring schedules compiled, identified marking venues monitored and Marking Session Reports compiled
<b>Method of Calculation / Assessment</b>	Number of Marking Session Reports compiled for NATED Report 190/191 Instructional Offering
<b>Means of verification</b>	<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>
<b>Assumptions</b>	<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>
<b>Key risk</b>	<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>
<b>Risk treatment measure</b>	<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>
<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: OQA



<b>Indicator Title</b>	3.2.4 % of accredited SDPs with skills programmes implemented, quality assured against QCTO standards
<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>	a. Quality Assurance Monitoring reports (including OQLMS reports) b. Report on number of accredited SDPs with learner uptake for skills programmes
<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: OQA

<b>Indicator Title</b>	3.2.5 % of accredited Assessment Centres conducting EISAs (External Integrated Summative Assessments) quality assured against QCTO standards
<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: OQA





<b>Indicator Title</b>	3.3.1 (a) Number of occupational qualifications, part qualifications and skills programmes offered by TVET Colleges (as per Ministerial Plan)
<b>Definition</b>	Total number of occupational qualifications, part qualifications and skills programmes offered by TVET Colleges
<b>Source of data</b>	MIS Generated Report on Occupational Qualifications and part qualifications with learner enrolments at accredited SDPs; Monitoring and/or Curriculum Implementation Monitoring Reports
<b>Method of Calculation / Assessment</b>	Total number of occupational qualifications, part qualifications and skills programmes offered by TVET Colleges
<b>Means of verification</b>	a. Quality Assurance Monitoring reports Report on number of accredited SDPs implementing occupational qualifications and part qualifications
<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>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>Maintain and enhance the QCTO MIS</li> <li>QCTO develops plan for Ministerial approval.</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>	Actual performance is higher than the targeted performance
<b>Indicator Responsibility</b>	Chief Director: OQA

<b>Indicator Title</b>	3.3.1 (b) Number of occupational qualifications, part qualifications and skills programmes offered by CET Colleges (as per Ministerial Plan)
<b>Definition</b>	Total number of occupational qualifications, part qualifications and skills programmes offered by CET Colleges
<b>Source of data</b>	MIS Generated Report on Occupational Qualifications and part qualifications with learner enrolments at accredited SDPs; Monitoring and/or Curriculum Implementation Monitoring Reports
<b>Method of Calculation / Assessment</b>	Total number of occupational qualifications, part qualifications and skills programmes offered by CET Colleges
<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>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>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>Maintain and enhance the QCTO MIS</li> <li>QCTO develops plan for Ministerial approval</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>	Actual performance is higher than the targeted performance
<b>Indicator Responsibility</b>	Chief Director: OQA



## PROGRAMME 4

<b>Indicator Title</b>	4.1.1 Number of Research Reports approved by the CEO
<b>Definition</b>	This indicator measures the number of Research Reports that have been completed and have been approved by the CEO
<b>Source of data</b>	Approved reports
<b>Method of Calculation / Assessment</b>	Count the number of approved Research Reports
<b>Means of verification</b>	Approved reports
<b>Assumptions</b>	Research staff in place
<b>Key risk</b>	Lack of staff
<b>Risk treatment measure</b>	Recruitment processes prioritised
<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>	Annual
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator Responsibility</b>	Director: Research and Analysis

<b>Indicator Title</b>	4.1.2 Research Bulletin published online
<b>Definition</b>	This indicator measures the number of Research Bulletins published by the QCTO in a year
<b>Source of data</b>	Published bulletin/s
<b>Method of Calculation / Assessment</b>	Count number of Research Bulletins published
<b>Means of verification</b>	Published bulletin
<b>Assumptions</b>	Sufficient contributions received for the publication
<b>Key risk</b>	Insufficient contributions received
<b>Risk treatment measure</b>	Requests for submissions prioritised
<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>	Annual
<b>Desired performance</b>	Actual performance is higher than the targeted performance
<b>Indicator Responsibility</b>	Director: Research and Analysis



## Annexures to the Annual Performance Plan

### Annex A: Conditional grants

Name of grant	Purpose	Output	Current annual budget (R thousands)	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.	1. Appointment of verifiers/ Subject Matter Experts (Advertisement selection, recruitment, induction and training)  2. (100 Site Visits)  3. Communication  4. Verification of bogus SDPs	724	1 Apr 2020 – 31 Mar 2021

## LIST OF ACRONYMS

<b>4IR</b>	4th Industrial Revolution
<b>AQP</b>	Assessment Quality Partner
<b>AU</b>	African Union
<b>CET</b>	Community Education & Training
<b>DBE</b>	Department of Basic Education
<b>DHET</b>	Department of Higher Education and Training
<b>FWOW</b>	Future World of Work
<b>GENFETQA Act</b>	General and Further Education & Training Qualification Assurance Act
<b>HEMIS</b>	Higher Education Management Information System
<b>HEQSF</b>	Higher Education Qualifications Sub-Framework
<b>IGR</b>	Intergovernmental Relations
<b>MHEST</b>	Minister of Higher Education, Science, and Technology
<b>MIS</b>	Management Information System
<b>MoA</b>	Memorandum of Agreement
<b>MTSF</b>	Medium-Term Strategic Framework
<b>NAMB</b>	National Artisan Moderating Body
<b>NDP</b>	National Development Plan
<b>NLRD</b>	National Learners' Records Database
<b>NPPSET</b>	National Plan for Post-School Education and Training
<b>NQF</b>	National Qualification Framework

<b>NSDP</b>	National Skills Development Plan
<b>OQSF</b>	Occupational Qualifications Sub-Framework
<b>PQM</b>	Programme Qualification Mix
<b>PSDF</b>	Provincial Skills Development Forum
<b>PSET</b>	Post School Education & Training
<b>QA</b>	Quality Assurance
<b>QAF</b>	Quality Assurance Function
<b>QAP</b>	Quality Assurance Partner
<b>QC</b>	Quality Council
<b>QCTO</b>	Quality Council for Trades and Occupations
<b>RPL</b>	Recognition of Prior Learning
<b>RQF</b>	Regulated Qualifications Framework
<b>SADC</b>	Southern African Development Community
<b>SAQA</b>	South African Qualification Authority
<b>SDA</b>	Service Delivery Agreement
<b>SDP</b>	Skills Development Plan
<b>SETA</b>	Sector Education and Training Authority
<b>SIPs</b>	Strategic Integrated Projects
<b>SSPs</b>	Sector Skills Plans
<b>TVET</b>	Technical & Vocational Education and Training



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**ANNUAL** Performance Plan 2021/22

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256 Glyn Street, Hatfield, Pretoria, 0083  
Private Bag X278, Pretoria, 0001  
+27 12 003 1800

QCTO Fraud and Ethics Hotline  
0800 322 322  
Email: [qcto@tip-offs.com](mailto:qcto@tip-offs.com)  
[www.tip-offs.com](http://www.tip-offs.com)

[www.qcto.org.za](http://www.qcto.org.za)

**RP18/2021**  
**ISBN: 978-0-621-49097-8**