

South African Qualifications Authority:

Strategic Plan for 2012 - 2017

***Presentation to the Portfolio Committee on
Higher Education and Training***

... April 2012



Presented by: Mr JJ Njeke (Board Chairperson)

Mr Joe Samuels (CEO)

Mr Mark Albertyn (CFO)

Presentation Layout

- Strategic Planning Context
- Legislative and Policy Mandates
- Strategic Overview
- Strategic Plan 2012 – 2017
- Goals / Strategic Imperatives
- Objectives linked to Strategic Imperatives
- Budget and Finance
- Annual Plan 2012/13
- Risks
- Matters raised during previous meeting with the Portfolio Committee

Strategic Planning Context:

Legislative and Policy Mandates

Strategic Planning Context

Legislative mandate

- **Constitution**
- **NQF Act**
- **PFMA**

Strategic Planning Context

Policy Mandates

- **The New Growth Path: the Framework**
- **Human Resource Development Strategy for South Africa (2010 – 2030)**
- **National Skills Development Strategy III , and the Declaration Signed at the Skills Summit**
- **Presidential Outcomes**
 - **Outcome 1 :** (Basic Education),
 - **Outcome 4:** (Decent Employment through Inclusive Growth), and
 - **Outcome 5.1** (Higher Education and Training)
- **Guidelines and strategies for the NQF and other directives received from the Minister of Higher Education and Training**
- **Industrial Policy Action Plan (2010/11 – 2012/13)**

Strategic Planning Context:

Strategic Overview (vision, mission, values)

Strategic Planning Context

Vision

A world class NQF for South Africa

Mission

To ensure the further development and implementation of a NQF which contributes to the full development of each learner and the social and economic development of the nation at large

Strategic Planning Context

SAQA recognises the NQF as a framework for communication, collaboration and coordination across education, training, development and work that supports:

- Articulation
- Career Advice Services
- Recognition of Prior Learning

*SAQA, as the oversight body of the NQF and the custodian of its values, **will boldly serve lifelong learners** by:*

- Being visible
- Driving co-ordination
- Valuing people.

SAQA Strategic Plan 2012-2017

Goals / Strategic Imperatives

Goals / Strategic Imperatives

Leadership

Provide bold leadership in the transition to the NQF Act (including interaction with the Green and White Papers), and future operations, so that all NQF partner organisations can ensure effectiveness in the system to the advantage of lifelong learners.

Public Positioning

Publicly position SAQA as a value adding organisation through the further development of the NQF as a roadmap for learning and as a transformative mechanism for society.

Goals / Strategic Imperatives

Enhance Research Capacity

Ensure research credibility to direct and steer policy, legislative and conceptual debates on key NQF-related priorities and to impact on national and international practice

Address Systemic Barriers

Work towards a system of recognised, quality, articulated learning and career paths, which removes systemic barriers to access and progression, and enables easy navigation.

Value People

Enhance the capacity and value the contributions of staff towards ensuring organisational effectiveness.

SAQA Strategic Plan 2012-2017

Objectives linked to Strategic Imperatives

Objectives linked to Strategic Imperatives

Leadership Objectives

- Advise the Minister, and inform policy-makers and make recommendations on all NQF matters
- Engage proactively with, coordinate the work of, and provide support to the NQF partners towards systemic coherence, articulation and implementation, and towards dispute resolution amongst the QCs
- Ensure effective governance, and compliance with sustainability and statutory requirements and codes, as applicable to SAQA.

Objectives linked to Strategic Imperatives

Public Positioning Objectives

- Provide leadership as the oversight body and guardian of NQF values and coordinate an effective public NQF advocacy and communication strategy
- Support targeted education, training and development communities to become effective leaders in NQF leading practices, through providing client focused information services in the implementation of the NQF

Objectives linked to Strategic Imperatives

Research Capacity Objectives

- Conduct or commission research together with research partners, and publish reports on issues of importance to the development and implementation of the NQF, as well as periodic studies of the impact of the NQF
- Collaborate with SAQA's international counterparts regarding qualifications frameworks and keep its NQF partners informed regarding international leading practice
- Advance lifelong learning through establishing policy and criteria on assessment, credit accumulation and transfer, and recognition of prior learning

Objectives linked to Strategic Imperatives

Objectives related to addressing Systemic Barriers

- Register high quality, nationally relevant and internationally comparable qualifications and part-qualifications that meet national criteria
- Develop and maintain level descriptors
- Recognise professional bodies and register professional designations on the NQF
- Maintain and further develop the National Learners' Records Database (NLRD) as the key national source of information and advice for human resource and skills development in policy, infrastructure, planning and the verification of learner achievements

Objectives linked to Strategic Imperatives

Objectives relating to addressing Systemic Barriers

- Provide leadership in the development of a career advice service policy framework and a career advice service, as a navigational tool in the advancement of lifelong learning
- Provide an evaluation and advisory service with respect to foreign qualifications, with due consideration of requirements in respect of scarce and critical skills

Objectives linked to Strategic Imperatives

Valuing People Objective

Develop and maintain human, financial, information management, ICT (information and communication technology), and infra-structural resources, to support the achievement of organisational objectives

Budget and Finance 2012/13

Budget Assumptions

- The budget is based on SAQA's mandate in terms of the NQF Act
- Personnel costs will be adjusted for the effects of inflation
- Performance and broadbanning level adjustments for all levels of staff are implemented and maintained
- Inflation on income will be approximately 6 percent. The charges for services rendered by DFQEAS and NLRD verification services will be adjusted accordingly. The NLRD income is expected to be R9,5 million in terms of the DPSA directive in terms of government department verifications
- Inflation of costs will be around 5,3 percent with SAQA having to absorb any higher inflation by using resources more effectively and efficiently to still achieve its operational goals

Budget Assumptions

- The funding from government will be at least R 44.996 million
- Additional project funding will be sought for clearly defined and discrete projects
- A total of three new permanent and seven new contract positions will be created, resulting in a new overall staff complement of 181 (165 + 16) staff members (inclusive of the contract positions) in terms of the Scenario 3 budget. It will furthermore be sought to appoint an additional 11 Learners and 6 Interns
- SAQA gets approval to use R9,6 million of surplus funds from prior years in the 2012/13 financial year.

Medium-term revenue estimate

	2012/13	2013/14	2014/15
	R '000	R '000	R '000
	Scenario 3 Budget	Projected	Projected
Income			
Non-tax revenue			
•Evaluation Fees	14,310	16,500	17,500
•Verification Fees	9,540	3,000	3,500
•Prior year Rollover	9,600	0	0
•Other	9,970	9,475	11,024
Transfers received			
•Government grant	44,996	48,094	50,618
•NSF Funding for CAS project	41,625	23,875	0
Total Revenue	130,041	100,944	82,642

Medium-term expenditure estimate

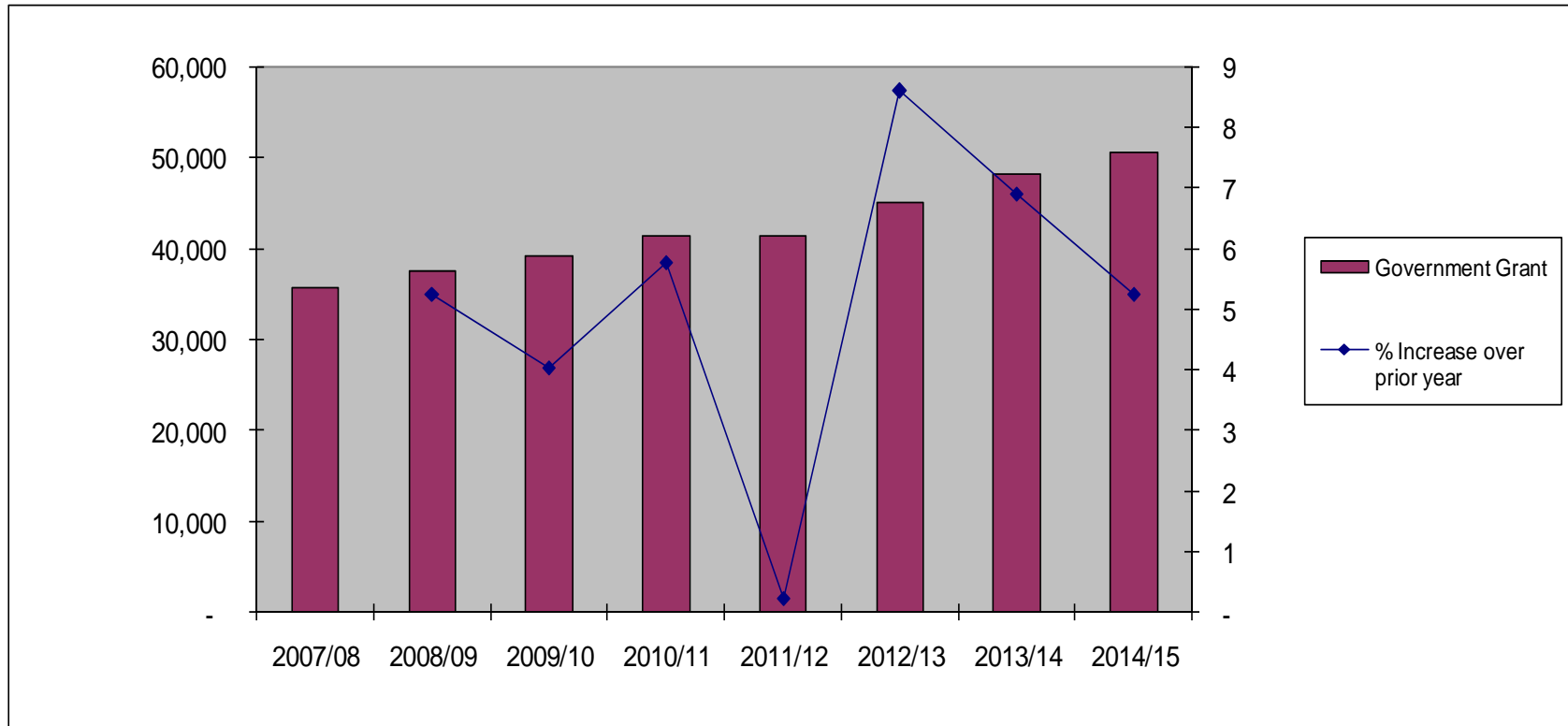
	2012/13	2013/14	2014/15
	R '000	R '000	R '000
Expenditure	Scenario 3 Budget	Projected	Projected
<i>Current</i>			
Compensation of employees	63,604	57,894	48,525
Goods and services	62,247	39,530	30,802
<i>Capital Assets</i>			
Property, Plant & Equipment and Intangible Assets	4,190	3,520	3,315
Total Expenditure	130,041	100,944	82,642

Programme Budget Analysis

		<u>2012/13</u> <u>Budget</u> <u>R '000</u>	<u>2013/14</u> <u>Estimate</u> <u>R '000</u>	<u>2014/15</u> <u>Estimate</u> <u>R '000</u>
No 1:	Administration and Support	49,371	38,830	42,210
	Career Advice Services Project	41,625	23,875	0
No 2:	Recognition and Registration	9,296	8,588	9,017
No 3:	National Learners' Records Database (NLRD) & Verifications Project	15,238	14,090	15,076
No 4:	Foreign Qualifications: Evaluation and Advisory Services	14,511	15,561	16,339
	Total Budget	130,041	100,944	82,642

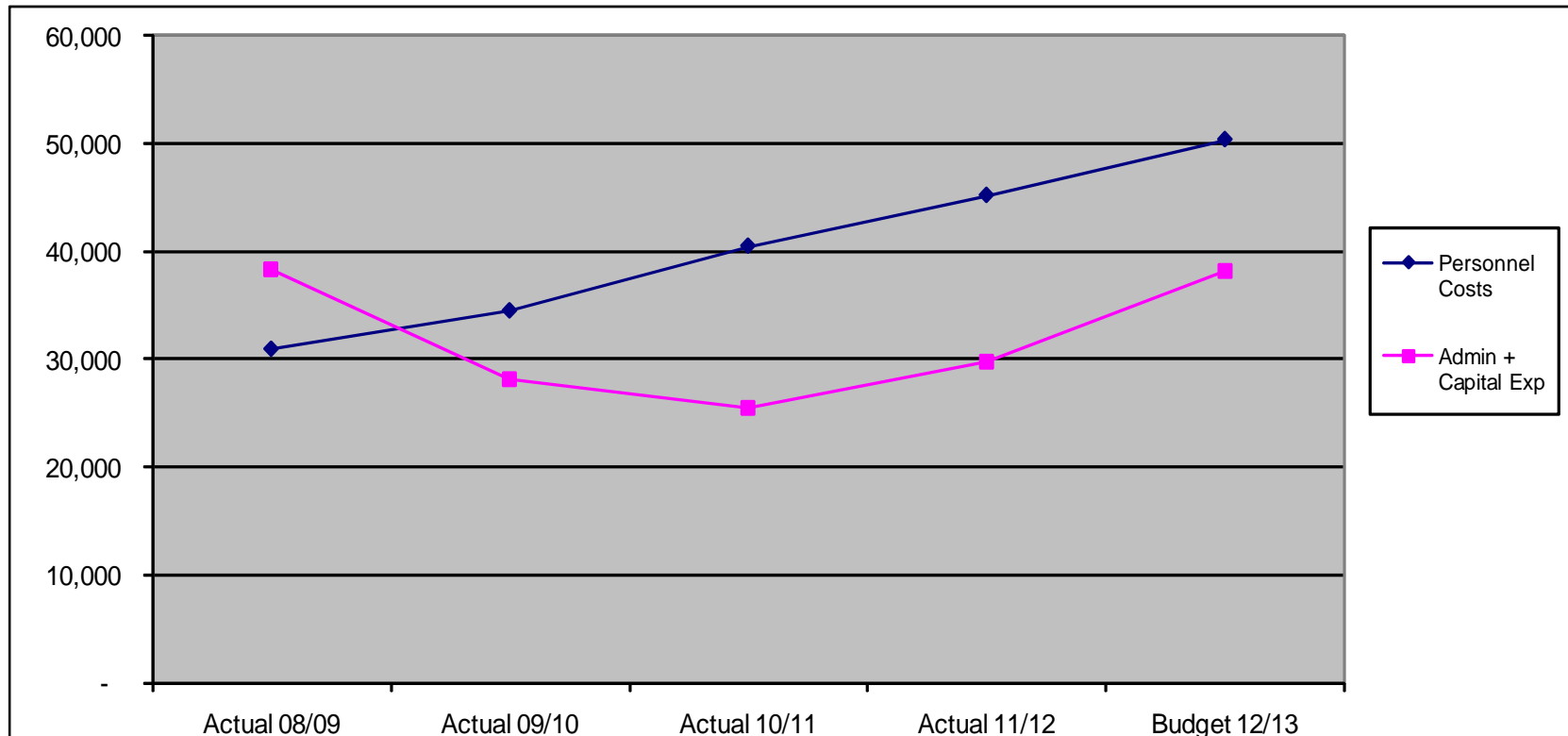
Analysis of Income and Expenditure

	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>
Government Grant	35,691	37,566	39,080	41,335	41,435	44,996	48,094	50,618
% Increase over prior year		5.25%	4.03%	5.77%	0.24%	8.59%	6.89%	5.25%
DPSA Salary Increases	7.50%	10.50%	11.50%	7.50%	6.80%			
SAQA Salary Increase	7.50%	9.00%	10.50%	7.00%	5.30%			



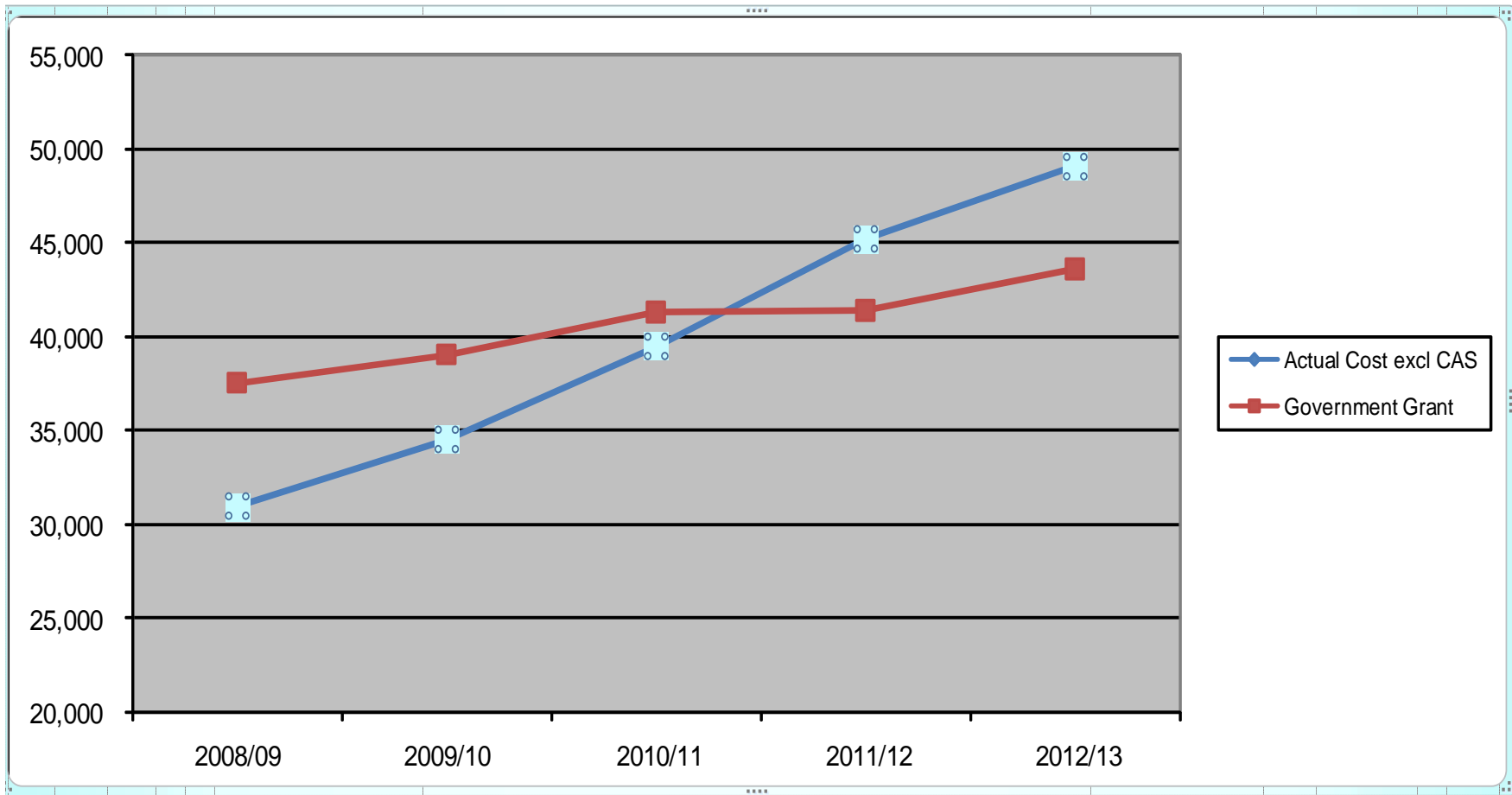
Analysis of Income and Expenditure - Expenditure excluding CAS project

	<u>Actual 08/09</u>	<u>Actual 09/10</u>	<u>Actual 10/11</u>	<u>Actual 11/12</u>	<u>Budget 12/13</u>
Personnel Costs	31 011	34 560	40 539	45 234	50 384
Admin + Capital Exp	38 376	28 156	25 523	29 816	38 248



Analysis of Income and Expenditure - Personnel Costs vs Government Grant

	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
Personnel Costs excl CAS	31,011	34,560	41,539	45,234	49,084
Government Grant	37,566	39,080	41,335	41,435	43,606



Budget Challenges

- It is expected that the accumulated rollover funds will be depleted during the 2012/13 financial year.
- SAQA already initiated a re-prioritisation process and implemented cost saving measures, but delivery on mandate will probably be affected from the 2013 /14 financial year.
- Areas that will be most severely affected include:
 - Coverage in the media, especially radio
 - NQF Advocacy project to assess and raise awareness of the NQF and its benefits
 - Research activities, notably conferences and printing – which will directly impact on the RPL programme
 - Development of the SADC portal
 - Capacity and ability to function as a high technology organisation
 - DFQEAS – Only partial recovery of costs
 - Verifications – Only partial recovery of costs

Risks

Prioritised Risks

Financial

- Insufficient budget to support planned activities (25)
- Expectations cannot be met due to limited resources. (Advocacy)(16)

Human Resource

- Loss of skilled staff to the system and key activities therefore not completed at the required level of quality (20)
- Loss of skilled staff members or contracted individuals who have specialised on SAQA's IT systems (16)

Prioritised Risks

Infrastructural (IT)

- Insufficient resources to ensure business continuity of SAQA's IT systems (16)
- Access required from outside SAQA draws attention of hackers and mischief makers, who could attack the servers – resulting in unacceptable recovery times (16)

Prioritised Risks

Verifications

Reputational risk of not meeting deadlines (25)

NLRD

Risk of disseminating incorrect information and not meeting stakeholders' needs (20)

Prioritised Risks

SSU

Uptake of the NQF Support Link by targeted audience low(20)

CAS

The Career Advice Service may be viewed as a source of funds for projects by other organisations and could be pressured into taking on additional work that is not planned or budgeted (16)

Prioritised Risks

Transition

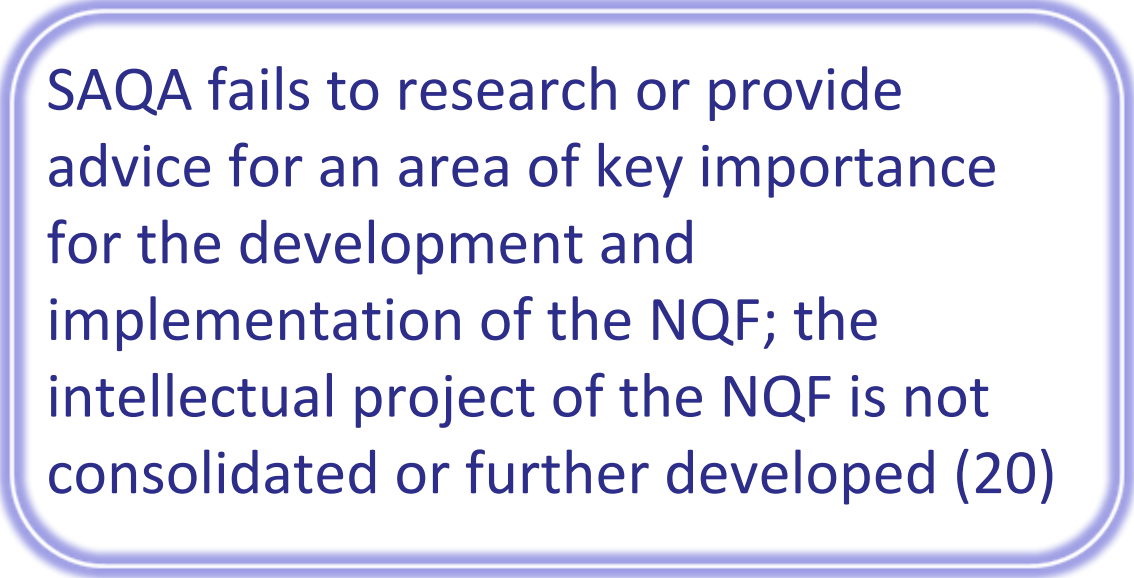
- Full operational capacity at the QCs is slow to achieve and impacts synchronisation
- QCs develop at different rates and is not able to collaborate with SAQA and each other
- Human resource capacity in the directorate (20)

Change in leadership in the organisation may lead to uncertainty and instability (20)

Prioritised Risks



Research



SAQA fails to research or provide advice for an area of key importance for the development and implementation of the NQF; the intellectual project of the NQF is not consolidated or further developed (20)

Annual Plan

Annual Plan

NO	Strategic objective	Advise the Minister, and inform policy-makers and make recommendations on all NQF matters
1.1	Performance Indicator	<i>Number of key stakeholders and policy makers that SAQA is engaged with and is encouraging</i>
1.2	Performance Indicator	<i>Number of bodies SAQA is represented on</i>
1.3	Performance Indicator	<i>Number of areas that advice and recommendations are made</i>

Annual Plan

NO 2	Strategic objective	<i>Provide leadership as the oversight body and guardian of NQF values and coordinate an effective public NQF advocacy and communication strategy</i>
2.1	Performance Indicator	<i>Conduct Market Research and monitoring</i>
2.2	Performance Indicator	<i>Ensure Strategic planning and budgeting</i>
2.3	Performance Indicator	<i>Develop a media and communication plan</i>
2.4	Performance Indicator	<i>Number of effective engagement with the Market</i>

Annual Plan

NO 2	Strategic objective	<i>Provide leadership as the oversight body and guardian of NQF values and coordinate an effective public NQF advocacy and communication strategy</i>
2.5	Performance Indicator	<i>Use various external communication methodologies and interventions to raise stakeholder and public awareness</i>
2.6	Performance Indicator	<i>Provide effective internal communication</i>
2.7	Performance Indicator	<i>Produce quality, appropriate and targeted publications</i>
2.8	Performance Indicator	<i>Host and participate in strategically selected internal and external events and activities</i>
2.9	Performance Indicator	<i>Offer quality client services to SAQA clients</i>

Annual Plan

NO 3	Strategic objective	<i>Engage proactively with, coordinate the work of, and provide support to the NQF partners towards systemic coherence, articulation and implementation, and towards dispute resolution amongst the QCs</i>
3.1	Performance Indicator	<i>Engagement with NQF partners and principal</i>
3.2	Performance Indicator	<i>Co-ordinate the work of NQF partners</i>
3.3	Performance Indicator	<i>Provide support to NQF Partners and principal</i>
3.4	Performance Indicator	<i>Ensure adequate human resource capacity to facilitate smooth transition from the old to the new NQF landscape</i>
3.5	Performance Indicator	<i>Provide support for the QCTO and the QCs regarding their quality assurance models.</i>

Annual Plan

NO 4	Strategic objective	<i>Register high quality, nationally relevant and internationally comparable qualifications and part-qualifications that meet national criteria</i>
4.1	Performance Indicator	<i>Draft a policy framework and criteria for the development, registration, publication of qualifications and part-qualifications.</i>
4.2	Performance Indicator	<i>Ensure that high quality, nationally relevant and internationally comparable qualifications and part-qualifications that articulate across sub-frameworks are registered on the NQF.</i>

NO 5	Strategic objective	<i>Develop and maintain level descriptors</i>
5.1	Performance Indicator	<i>Finalise agreement of level descriptors for a ten level NQF with DHET and the QCs</i>

Annual Plan

NO 6	Strategic objective	<i>Recognise professional bodies and register professional designations on the NQF</i>
6.1	Performance Indicator	<i>Implement the policy framework and criteria for recognising professional bodies and registering professional designations</i>
6.2	Performance Indicator	<i>Recognise professional bodies and register professional designations on the NQF.</i>

NO 7	Strategic objective	<i>Conduct or commission research together with research partners, and publish reports on issues of importance to the development and implementation of the NQF, as well as periodic studies of the impact of the NQF</i>
7.1	Performance Indicator	<i>Facilitate joint research projects with newly identified research partners as well as with the established research partnership network</i>

Annual Plan

NO 7	Strategic objective	<i>Conduct or commission research together with research partners, and publish reports on issues of importance to the development and implementation of the NQF, as well as periodic studies of the impact of the NQF</i>
7.2	Performance Indicator	<i>Attend and present papers, and participate in local and international conferences, research forums, or workshops</i>
7.3	Performance Indicator	<i>Publish papers in academic journals</i>
7.4	Performance Indicator	<i>Continue to update and develop the research page on the SAQA/NQF website.</i>
7.5	Performance Indicator	<i>Consolidate and further develop the capacity of SAQA staff to carry out functions in a research informed manner</i>

Annual Plan

NO	Strategic objective	Collaborate with SAQA's international counterparts regarding qualifications frameworks and keep its NQF partners informed regarding international leading practice
8		
8.1	Performance Indicator	<i>Strengthen the NQF through representation on international bodies and collaborate with countries and regions requesting assistance</i>
8.2	Performance Indicator	<i>Inform the NQF partners and other interested parties about international</i>
8.3	Performance Indicator	<i>Identify and contribute to new and critical thinking related to qualifications frameworks.</i>

Annual Plan

NO 9	Strategic objective	<i>Maintain and further develop the National Learners' Records Database (NLRD) as the key national source of information and advice for human resource and skills development in policy, infrastructure, planning and the verification of learner achievements</i>
9.1	Performance Indicator	<i>Position the NLRD to identified key clients in the public and private sector</i>
9.2	Performance Indicator	<i>Populate the NLRD with all available data, ensure that it is of acceptable quality, and manage it appropriately.</i>
9.3	Performance Indicator	<i>Maintain and further develop the Higher Education Quality Committee Information System (HEQCIS) for the Council on Higher Education (CHE)</i>
9.4	Performance Indicator	<i>Provide appropriate system and application tools to exploit the research potential of the NLRD, including the development of key reports and services</i>

Annual Plan

NO 9	Strategic objective	<i>Maintain and further develop the National Learners' Records Database (NLRD) as the key national source of information and advice for human resource and skills development in policy, infrastructure, planning and the verification of learner achievements</i>
9.5	Performance Indicator	<i>Provide a service for the verification of the achievement of qualifications at South African institutions</i>

NO 10	Strategic objective	<i>Advance lifelong learning through establishing policy and criteria on assessment, credit accumulation and transfer, and recognition of prior learning.</i>
10.1	Performance Indicator	<i>Develop national RPL and CAT policy</i>
10.2	Performance Indicator	<i>Initiate work towards the development of a policy framework for Assessment, as well as International Comparability.</i>

Annual Plan

NO 11	Strategic objective	<i>Provide leadership in the development of a career advice service policy framework and a career advice service, as a navigational tool in the advancement of lifelong learning</i>
11.1	Performance Indicator	<i>Support the development of a Career Advice Policy Framework</i>
11.2	Performance Indicator	<i>Establish a Career Advice Service as a navigational tool in the advancement of lifelong learning</i>

NO 12	Strategic objective	<i>Provide an evaluation and advisory service with respect to foreign qualifications, with due consideration of requirements in respect of scarce and critical skills.</i>
12.1	Performance Indicator	<i>Nurture and grow the unique expertise of DFQEAS as a recognised national asset.</i>
12.2	Performance Indicator	<i>Position the DFQEAS as a relevant and value-adding partner in ensuring socio-economic development through mobility of learners and workers.</i>
12.3	Performance Indicator	<i>Enhance existing and / or develop new services and products to better serve market needs,</i>

Annual Plan

NO 13	Strategic objective	<i>Support targeted education, training and development communities to become effective leaders in NQF leading practices, through providing client focused information services in the implementation of the NQF</i>
13.1	Performance Indicator	<i>Effectively support the NQF focused work of SAQA through the collection, management and dissemination of (a number of) high quality information resources and services.</i>
13.2	Performance Indicator	<i>Grow the NQF website as a communication tool for the NQF Advocacy Campaign, the NQF Support Link, and other NQF related matters.</i>
13.3	Performance Indicator	<i>Continually maintain and improve the SAQA website for effective external communication.</i>
13.4	Performance Indicator	<i>Grow and improve the capacity building interventions</i>

Annual Plan

NO 14	Strategic objective	Ensure effective governance, and compliance with sustainability and statutory requirements and codes, as applicable to SAQA.
14.1	Performance Indicator	<i>Ensure the effective functioning of the Board by implementing systems of good practice</i>
14.2	Performance Indicator	<i>Facilitate good corporate governance</i>
14.3	Performance Indicator	<i>Provide support to Management</i>

Annual Plan

NO	Strategic objective	Develop and maintain human, financial, information management, ICT (information and communication technology), and infra-structural resources, to support the achievement of organisational objectives
15.1	Performance Indicator	<i>Support strategic decision making through financial scenario planning, budgeting and maintaining effective and efficient financial management.</i>
15.2	Performance Indicator	<i>Effectively operate a cash management system that ensures adequate cash flow</i>
15.3	Performance Indicator	<i>Effectively monitor and control the procurement operations</i>
15.4	Performance Indicator	<i>Provide organisational development and staffing support</i>
15.5	Performance Indicator	<i>Establish a performance management system enhanced by appropriate learning and development interventions</i>

Annual Plan

NO 15	Strategic objective	<i>Develop and maintain human, financial, information management, ICT (information and communication technology), and infra-structural resources, to support the achievement of organisational objectives</i>
15.6	<i>Performance Indicator</i>	<i>Establish and maintain fair and affordable remunerations and benefit structure that are market related and will attract and retain suitable staff, who will contribute towards delivery of SAQA's mandate.</i>
15.7	<i>Performance Indicator</i>	<i>Instill a caring organisational culture that ensures healthy relationships and labour peace</i>
15.8	<i>Performance Indicator</i>	<i>Ensure that administrative legislative and policy requirements are met by establishing, enhancing and maintaining appropriate systems and procedures.</i>
15.9	<i>Performance Indicator</i>	<i>Deliver a robust, sustainable secure and responsive technology environment that supports SAQA's mission and objectives.</i>

Annual Plan

NO 15	Strategic objective	<i>Develop and maintain human, financial, information management, ICT (information and communication technology), and infra-structural resources, to support the achievement of organisational objectives</i>
15.10	Performance Indicator	<i>Acquire, build and integrate modular systems that support the core business and integrate into existing technology.</i>
15.11	Performance Indicator	<i>Build a service delivery capability to ensure that the IT infrastructure meets Operation Level Agreements in terms of availability, capacity and service delivery</i>

***Matters raised during the
previous meeting with
the Portfolio Committee ...***

Unscrupulous Practices

- Two pronged approach
- Reactive
- Proactive (*expansion of efforts*)

Unscrupulous Practices

Reactive Approach

- *Identification:*
 - NQF and CAS Helpline and the Helpdesk
 - Face-to-face interaction with the public (Workshops, exhibitions, etc)
 - Observations by SAQA staff (of advertisements)
- *Process to address:*
 - Investigate
 - Interact with provider and complainant
 - Agree Actions and follow up
 - Report to Stakeholders' Forum (delegates from DHET, SAPS, DTI, QCs and providers)

Unscrupulous Practices

Proactive Approach (expansion of efforts)

- *Public is encouraged to:*
 - Check that their qualification is registered
 - Check that their provider is accredited
 - Report suspected unscrupulous practices
- *Raising Awareness:*
 - SAQA – DHET – SABC Radio campaign (10 languages reaching 2-3 million listeners – the most vulnerable)
 - Interaction during road shows, workshops, exhibitions, career expo's
 - NQF CAS Helpline, posts on websites and social media

Recognition of Prior Learning

- *Ministerial RPL Task Team:*
- Established on advice of SAQA (SAQA CEO serves on the Task Team)
- Met twice
- Final Report due by end of May 2012

- *Resolution and Working Document from Conference printed:*
- Being distributed as widely as possible
- Will have currency until its recommendations are implemented

Recognition of Prior Learning

- ***SAQA's RPL Reference Group:***
 - Assisting SAQA in revision of the Policy
 - Concept paper on Lifelong Learning, RPL, and CAT developed
 - Two further meetings planned for April and June 2012
 - Policy on RPL and CAT to be developed between February and August – first draft ready
- ***SAQA's RPL Research:***
 - Long Term Research Partnership with UWC (four case study reports and interim findings, cross-case study is underway, two related journal articles have been published and , and findings and short papers were disseminated at nine events in 2011)
 - **RPL Publications** (book of full papers from the RPL conference, series of RPL case studies books, a book of candidate experiences , all towards assisting organisations with setting up and implementing RPL, and provide models for potential RPL candidates)

Recognition of Prior Learning

- *SAQA's involvement in RPL Projects:*

- Department of Social Development, DPSA, SAPS
- PALAMA
- Health Professions Council, Boatbuilders Association
- Several individuals

- *Improving SAQA's co-ordinating role:*

- Agreement to co-operate with Dutch Company to co-operate on pilot projects and improve co-ordination with Dutch Counterparts
- Funding for two positions:
- Deputy Director (Co-ordinating RPL activities, addressing CAS enquiries)
- Assistant Director (Working with the Consortium conducting the feasibility study to establish a co-ordinating mechanism for RPL in South Africa)

Improvement of postgraduate qualifications

- *SAQA registers qualifications*
- Currently according to interim Criteria
- Committee established to develop future criteria
- Process – approximately 4 months from receipt:
- Assess proposed qualifications against criteria
- Publish for public comment
- Scrutiny by SAQA Q & S Committee, prior to consideration for approval by SAQA Board

- *CHE quality assures, and accredits qualifications*
- Improvement of postgraduate qualifications in CHE ambit
- SAQA to interact with CHE to facilitate improvement of postgraduate qualifications

Expand NQF so that SADC can also register qualifications on the system

- *SADC Regional Qualifications Framework approved, and will include*
 - Ten level Descriptors
 - Quality Descriptors and qualification types
 - Establishing human resource capacity for the Education and Skills Development Unit
 - Advocacy and consultations with stakeholders (universities, tertiary institutions, students, private sector)

- *SADC Portal Pilot Project*
 - SAQA assisting with management of the project
 - Next phase of the portal being underway
 - Intern appointed to assist with the Portal Project

Fill vacancies and enhance fraud prevention measures

- ***Filling of vacancies***

- 24 positions filled since November 2011
- Vacancies reduced from 15% to 3.3% (six vacancies)
- Of the six vacancies:
- One became vacant at end of December 2012
- Three became vacant at the end of February 2012

- ***Enhancing Fraud Prevention procedures***

- Improved measures implemented
- Conducted internal audit – finding sufficient controls to provide relative assurance of effectiveness of the measures
- No further case has since been detected

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