SETTING STANDARDS IN EDUCATION AND TRAINING

10 YEARS

Annual Report 2011/12 | A DECADE OF SUCCESS

UMALUSI

Council for Quality Assurance in General and Further Education and Training

GUARDIANSHIP

SETTING STANDARDS IN EDUCATION AND TRAINING

10 YEARS

UMALUSI is a NGUNI word meaning to herd: it directs, steers, channels, leads and guides: all concepts that are an integral part of the development of education and training in South Africa.

UMALUSI also means "the guardian": a protector, entrusted to manage, a custodian and a keeper of the educational standards In South Africa.

ACRONYMS

ABET	Adult Basic Education and Training
AEAA	Association for Educational Assessment in Africa
AET	Adult Education and Training
ANA	Annual National Assessments
AVET	Adult and Vocational Education and Training
CAPS	Curriculum and Assessment Policy Statements
CASS	Continuous Assessment
CEO	Chief Executive Officer
CEPD	Centre for Education Policy Development
CHE	Council on Higher Education
CMC	Curriculum Management Committee
CPD	Corporation for Public Deposits
CS	Corporate Services
DBE	Department of Basic Education
DHET	Department of Higher Education and Training
E&A	Evaluation and Accreditation Unit
EE	Employment Equity
ERCO	Eksamen Raad vir Christelike Onderwys
ETDP	Education, Training and Development Practitioners
ETS	Educational Testing Services
FET	Further Education and Training
GAAP	Generally Accepted Accounting Practice
GENFETQA	General and Further Education and Training Quality Assurance Act
GET	General Education and Training
GETC	General Education and Training Certificate
GFETQF	General and Further Education and Training Qualifications Framework
GRAP	Generally Recognised Accounting Practice
HE	Higher Education
HEDCOM	Heads of Education Departments Committee
HEQF	Higher Education Qualifications Framework
HESA	Higher Education South Africa
HR	Human Resources
IAEA	International Association for Educational Assessment
ICASS	Internal Continuous Assessment (for NCV)
IEB	Independent Examinations Board
IECS	Integrated Examination Computer System
IPEAC	Inter Provincial Examinations and Assessment Committee
IRT	Item Response Theory
ISAT	Integrated Summative Assessment (for NCV)
IT	Information Technology
ITC	Information Technology and Computers
LAN	Local Area Network
MIS	Management Information System
MSS	Management Support Structures Unit
NAISA	National Alliance of Independent Schools Associations
NASCA	National Senior Certificate for Adults
NATED	National Technical Education (policy)
NCV	National Certificate Vocational
NEIC	National Examinations Irregularities Committee
NIC	National Independent Certificate
NLRD	National Learner Record Database
NQF	National Qualifications Framework
NSC	National Senior Certificate
OQF	Occupational Qualifications Framework
PALC	Public Adult Learning Centre
PAT	Practical Assessment Tasks
PAYE	Pay As You Earn
PDE	Provincial Department of Education
PFMA	Public Finance Management Act
PR	Public Relations
QAA	Quality Assurance of Assessment Unit
QC	Quality Council
QCC	Qualifications, Curriculum and Certification Unit
QCTO	Quality Council for Trades and Occupations
SAQA	South African Qualifications Authority
SADC	Southern African Development Community
SBA	Site Based Assessment
SC	Senior Certificate
SETA	Sector Education and Training Authority
SIR	Statistical Information and Research Unit
SITA	State Information Technology Agency
SLA	Service Level Agreement
VET	Vocational Education and Training
WISE	World Innovation Summit for Education
WSP	Workplace Skills Plan

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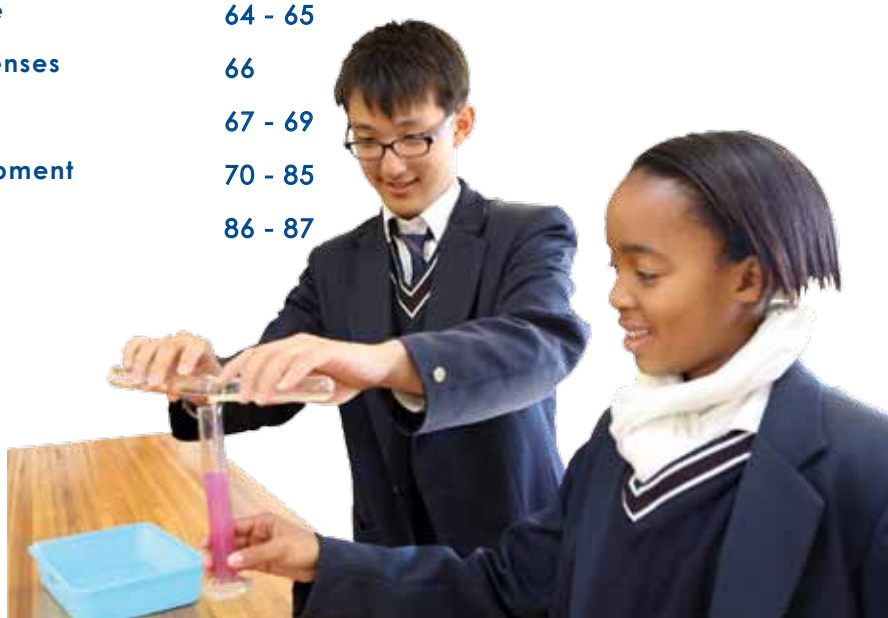


CORNERSTONE

In June **2002**, Dr Cassius Lubisi chaired the first **UMALUSI** Council. The Executive Committee and the Assessment Standards Committee of Council were established and **UMALUSI** commenced with the provision of quality assurance services, certification of the Senior Certificate, National Technical Certificate (N3), the National Senior Certificate (Colleges), and the General Education and Training Certificate for Adults.

Professor Kader Asmal officially inaugurated Umalusi in March **2003.** In the same year **UMALUSI** hosted the Association for Educational Assessment in Africa (AEAA) conference. **UMALUSI** developed a framework for the accreditation of private providers and assessment bodies, and commenced with the accreditation of independent schools, private adult learning centres and private FET colleges for the first time.

REPORT OF THE CHAIRPERSON OF COUNCIL | Prof SG Mabizela

It gives me great pleasure to commend to you this Annual Report on the activities of Umalusi for the financial year 2011/2012. This report highlights some of the notable achievements recorded by Umalusi in the period under review.

As you read through the report you will no doubt realise that this year has been yet another of exceptional performance and remarkable achievements. Umalusi has worked consistently and with deliberate purpose towards establishing a solid sub-framework of qualifications for general and further education and training. It has also carried out its quality assurance work with impeccable integrity and dedication.

Umalusi's vision is to be an organisation that forms the corner-stone on which the country's educational aspirations and standards are anchored and built. As such, the Council and staff are committed to ongoing improve-ment in standards and quality in general and further education and training. Umalusi is a knowledge organisation. Its approach to its work in general and quality assurance and standard-setting, in particular, is grounded in research, and the positions it takes are anchored on sound, rigorous and informed bases. On this score, we are deeply indebted to Umalusi Research Forum, which comprises some outstanding academics in the field of education.

"Umalusi is the cornerstone on which the country's educational aspirations and standards are anchored and built."

The date of 23 February 2011 will be recorded as the most significant in the 10-year history of Umalusi's existence. It was on this day that Umalusi Council took the unprecedented decision to fully disclose all the standardisation decisions of the 2010 examinations process. On this day Umalusi was on TV cameras for almost four hours, detailing every single decision made in respect of each subject written in the 2010 examinations. The fact that Umalusi was able to do this without fear of embarrassment is, in no small measure, credit to the sterling work of the Assessment Standards Committee – men and women of impeccable credentials, personal integrity and credibility. Their rigour and meticulous attention to detail in the standardisation process assured us that there was nothing to hide. And so we hid nothing! The same process of disclosure was followed in December 2011.

To ensure proper governance, Umalusi Council has provided all Council members and staff with training in the King III Report (the revised King Code and Report on Governance for South Africa). Umalusi has always been well managed, so alignment with King III did not place any undue burden on the organisation – and we are now more than comfortable that Umalusi has the required governance structures and processes in place.

I am pleased to report that Umalusi Council has once again obtained a clean, unqualified audit report. This achievement is a great credit to the leadership of Umalusi management and the diligent and meticulous work of the Audit Committee under the chairpersonship of Ms Tantie Fubu.

The Council has continued to build and strengthen relationships with similar bodies around the world, in general, and with those in other parts of the African continent, in particular. These include (but are not limited to) organisations such as Botswana Examination Council, Kenya National Examination Council, Swaziland Examination Council and other examination councils throughout Africa.

Much as we celebrate the many notable achievements notched up by Umalusi in the financial year 2011/2012, we are acutely aware of the long road we still have to travel if we are to make quality education available to all young people in this country. Pervasive poverty, deprivation and endemic corruption in our communities severely compromise our nation's children's chances of access to quality education and training.

"Umalusi Council has once again obtained a clean, unqualified audit report."

Nevertheless there are many positive signals that should spur us forward to ensure that the 'doors of learning and culture are opened to all' in a substantive and meaningful manner. The Annual National Assessments (ANA) is one. These assessments will hopefully diagnose the learning deficiencies of learners in time for appropriate interventions to enhance prospects of academic success. The establishment of the National Education Evaluation and Development Unit (NEEDU) is the other. NEEDU will be well placed to identify and make recommendations to eliminate barriers to quality education in this

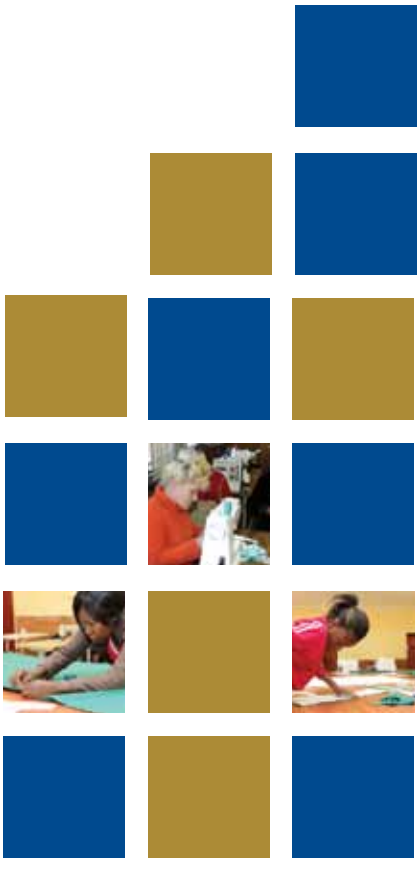
country. For young adults there is the conception of a coherent Post School System emerging, which we hope will lead to useful training and meaningful employment.

There is much to celebrate; there is much more to do! Let us roll up our sleeves and get down to some serious work and ensure that all our nation's children and young adults have access to the education and training that is as good as the best in the world. This is not only a social justice matter; it is a constitutional imperative we must uphold.

In conclusion, I would like to express our sincere thanks and appreciation to:

- All the members of Umalusi Council who have given so freely and so generously of their time, energy and wisdom to ensure that Umalusi remains true to its mission.
- The Honourable Minister of Basic Education: Mrs Angie Motshekga, MP, the Honourable Minister of Higher Education and Training: Dr Blade Nzimande, MP, the Director-General of Basic Education: Mr Bobby Soobrayan, and the Director-General of Higher Education & Training: Mr Gwebinkundla Qonde, whose support for the work of Umalusi is a source of inspiration and strength.
- The Chairperson, Ms Hope Malgas, and members of the Portfolio Committee on Basic Education for their unwavering support and guidance to Umalusi Council.
- All members of various Committees of Council for their sterling contribution in the work of Umalusi.
- All staff of Umalusi – cleaning staff, receptionist, secretaries, PAs, managers and senior managers – for their continued dedication, loyalty, professionalism and hard work. Their commitment to service excellence and dedication fill us with pride.
- Umalusi's Chief Executive Officer: Dr Mafu Rakometsi, Chief Operating Officer: Ms Eugenie Rabe, and Chief Financial Officer: Mr Jeremy Thomas for providing steady, dynamic and visionary leadership for Umalusi.

Professor SG Mabizela
Chairperson: Umalusi Council



REPORT OF THE CHIEF EXECUTIVE OFFICER | Dr MS Rakometsi

On 23 November 2011 Umalusi celebrated its 10th anniversary, an important milestone in the history of the organisation. On this important anniversary it was important to reflect on the achievements of the past 10 years and to look forward to the next decade.

"Umalusi quality assures 11 national examinations annually."

The period 2001–2011 marked the terms of three Councils and four Ministers of Education: Professor Kader Asmal, Minister Naledi Pandor and, more recently as a result of the split in the Education Ministry, Minister Angie Motshekga overseeing the Department of Basic Education (DBE) and Dr Blade Nzimande the Department of Higher Education and Training (DHET).

In this time, Umalusi has undertaken the development of a sub-framework of qualifications, established its quality assurance processes and undertook the quality assurance of four existing qualifications (in 2001) and, more recently, two new qualifications, the National Senior Certificate (NSC) and the National Certificate Vocational (NCV), both of which serve substantial numbers of learners in the system. The Council also developed and implemented processes for the quality assurance of external examinations and internal assessment, as well as accreditation approaches and systems for private providers of education and training, and assessment. Certification systems were developed to support the qualifications for which Umalusi was responsible, and a robust research programme was initiated. The conceptualisation of the sub-framework of qualifications began as early as 2005 and, various versions later, was submitted to the Minister of Higher Education and Training in February 2011 for regulation. In the process, Umalusi began to establish the capacity to develop and evaluate qualifications and curricula, and carried out a number of benchmarking studies to determine the standing of its qualifications. Two new qualifications for adults were developed: an alternative National Senior Certificate (NSC) for Adults (NASCA), and the National Independent Certificate (NIC). Both have been submitted to the Ministry for regulation.

"Umalusi has carried out a number of benchmarking studies to determine the standing of its qualifications."

Umalusi has issued more than 8.5 million certificates in the 10-year period. Included in this figure are certificates for the NSC, the Senior Certificate (SC) (to be phased out in 2014), the NCV, National Technical Certificate (N3), the National Senior Certificate for Colleges (phased out 2011), and the General Education and Training Certificate (GETC) for adults.

Umalusi has provisionally accredited more than 1 300 private providers of education and training, including independent schools, Further Education and Training (FET) colleges and Adult Education and Training (AET) centres, as well as two private assessment bodies. In promoting stakeholder interests and quality provision, Umalusi established a forum for private providers of Adult and Vocational Education and Training (AVET) in 2008. Both the forum and an annual conference have become entrenched as part of this initiative.

Umalusi quality assures 11 national examinations annually. It employs 356 moderators and monitors to ensure standards are maintained in the national assessment system, which consists of more than 8 000 examination centres for all its qualifications countrywide.

"Umalusi has issued more than 8.5 million certificates in the 10-year period."

In reflecting on Umalusi's progress towards achieving its vision in the shorter term, the aim will be to create an environment in which Umalusi can take up its standard setting and quality assurance mandate fully. This will be accomplished in cooperation with the DBE and DHET, the South African Qualifications Authority (SAQA), the Council on Higher Education (CHE) and the Quality Council for Trades and Occupations (QCTO), through finalising and implementing the three sub-frameworks of qualifications. Umalusi is particularly concerned with its role in the National Qualifications Framework (NQF) 5 space, which it considers must accommodate qualifications in a "post matric" year that are more consistent with further education than with higher education.

In respect of Basic Education, Umalusi will be concerned with the following:

- Improving education standards through quality assuring the new Curriculum and Assessment Policy Statements (CAPS)

and making recommendations to the Minister of Basic Education.
- Extending and improving the accreditation and monitoring of independent schools and assessment bodies while also attending to under-performing independent schools.
- Improving the standards of internal assessment across the schooling system, largely by empowering teachers to internalise and understand those standards in their daily practice.
- Improving standards in general education in grades leading to the NSC.
- Establishing new approaches to setting standards, for example through pre-standardised tests and item banking.

In respect of adult and vocational learning, Umalusi will focus on:
- Establishing systems for the realisation of Umalusi's vision for "out-of-school youth" and adults, including continued development and implementation of the NASCA, and the NIC, a curriculum based vocational qualification also intended for adults.
- Strengthening Umalusi's standards-setting role in both the private and public FET college system and in adult learning centres, through its quality assurance and accreditation processes, with particular emphasis on the quality of internal assessment and use of a convener system to set and improve assessment and curriculum standards for these sectors.

More recently, Umalusi has contributed to the Green Paper on a Post School Education and Training system that the DHET distributed. It awaits the outcome of these processes with interest.

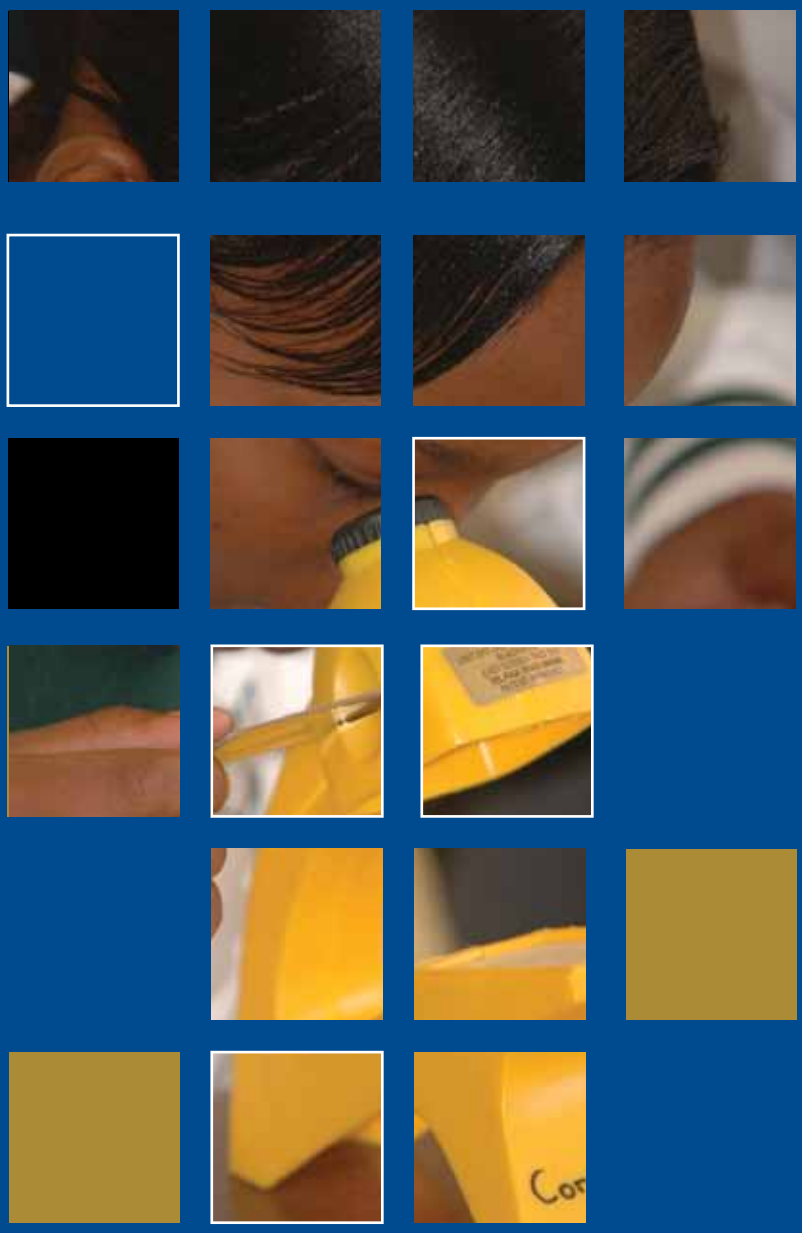
Umalusi's research agenda will continue to support its mandate and will focus primarily on work related to the standards of its qualifications and related education and training matters.

I would like to thank the Ministries of Basic Education and Higher Education and Training for their unstinting support for the work of Umalusi. I extend a special word of appreciation to the Chairperson of Umalusi Council, Professor Sizwe Mabizela, members of Umalusi Council and members of Umalusi staff for their steadfast commitment to quality in South African education and training. Umalusi will continue to engage constructively with local and global partners and stakeholders in education.

Overall, we are content with the performance of Umalusi during the 2011/2012 financial year and, in moving forward, we recommit ourselves to the attainment of the goals of this organisation.

Dr MS Rakometsi
Chief Executive Officer

FRAMEWORK



In **2004**, **UMALUSI** investigated and reported on the standard of the Senior Certificate for the first time. This project launched UMALUSI's research agenda for the next seven years.

In **2005**, **UMALUSI** not only purchased its own building, but also established two new units, namely the Statistical Information and Research (SIR) Unit to oversee its research agenda, and the Qualifications, Curriculum and Certification (QCC) Unit to develop and manage the General and Further Education and Training Sub-framework of Qualifications. In this same year **UMALUSI** evaluated and reported on the national assessment system for the Senior Certificate qualification.

THE COUNCIL

Back row: Mr A Essop • Dr RA Patel • Professor ND Kgwadi
Middle row: Ms L Mlanjana • Professor T Dunne • Mr E Mosuwe • Ms P Vinjevold • Ms J Mashabela • Mr JS Samuels • Mr CS Ndaba
Front row: Dr ZC Sosibo • Mr A Mocke • Professor D Singh • Dr MS Rakometsi • Professor R Moletsane

Inset: Professor D Zinn • Professor SG Mabizela • Ms F Dada • Professor M Fourie-Malherbe

Umalusi Council endorses the principles in the Code of Corporate Practices and Conduct recommended by the King Committee. The Council adopts the principles of openness, integrity and accountability.

The Council operates within the terms of the Public Finance Management Act, No 1 of 1999 (PFMA), as amended.

The Council

The Council for the period 8 June 2010 to 7 June 2014 consists of 15 members and the Chief Executive Officers of the South African Qualifications Authority (SAQA) and the three Quality Councils (Table 1) appointed by the Minister of Basic Education.

The Minister also appoints one of the members as Chairperson. The Council is responsible for policy and overall governance, with day-to-day management delegated to the Chief Executive Officer.

In accordance with the General and Further Education and Training Quality Assurance (GENFETQA) Act No 58 of 2001, as amended, the Council is appointed for a period of four years.

Council members can be appointed for a second term after public nominations, but cannot serve more than two consecutive terms.

Table 1 contains information about the current Council members and their attendance at meetings for the year under review.

The Council met on four occasions during the period under review.

Table 1

Name	Date appointed	Meetings attended	Gender	Race
Professor SG Mabizela (Chairperson)	08-06-2010	4 / 4	Male	Black
Professor D Singh (Deputy Chairperson)	08-06-2010	2 / 4	Female	Indian
Ms AP Bird	08-06-2010	2 / 4 [1]	Female	White
Ms F Dada	08-06-2010	2 / 4	Female	Indian
Professor TT Dunne	08-06-2010	3 / 4	Male	White
Mr A Essop	08-06-2010	3 / 4 [2]	Male	Indian
Professor M Fourie-Malherbe	08-06-2010	3 / 4	Female	White
Mr SBA Isaacs	08-06-2010	2 / 4 [3]	Male	Coloured
Professor ND Kgwadi	08-06-2010	4 / 4	Male	Black
Ms L Mlanjana	08-06-2010	4 / 4	Female	Black
Mr A Mocke	08-06-2010	4 / 4	Male	White
Professor R Moletsane	08-06-2010	2 / 4	Female	Black
Mr E Mosuwe	08-06-2010	2 / 4	Male	Black
Mr CS Ndaba	08-06-2010	3 / 4	Male	Black
Dr RA Patel	08-06-2010	3 / 4	Male	Coloured
Dr MS Rakometsi	08-06-2010	4 / 4 [4]	Male	Black
Dr ZC Sosibo	08-06-2010	3 / 4	Female	Black
Ms P Vinjevold	08-06-2010	2 / 4	Female	White
Professor DM Zinn	08-06-2010	0 / 4	Female	Coloured

[1] Acting Chief Executive Officer of the Quality Council for Trades and Occupations. [2] Chief Executive Officer of the Council on Higher Education. [3] Mr JS Samuels attended two Council meetings in the capacity of Acting CEO (SAQA) in the official absence of Mr SBA Isaacs. Mr Samuels was appointed Chief Executive Officer of SAQA on 1 March 2012. [4] Chief Executive Officer of Umalusi.

EXECUTIVE COMMITTEE OF COUNCIL
From (L-R) Dr MS Rakometsi • Dr RA Patel • Professor SG Mabizela • Professor D Singh • Professor ND Kgwadi • Ms F Dada

Executive Committee of Council

The members are appointed for the specific knowledge and skills they bring to the Committee. They are amongst other things, responsible for monitoring:

- financial spending according to the budget;
- strategy and policy; implementation as approved by the Council;
- adherence to the work programme;
- adequacy of resources and staff;
- compliance with relevant legislation; and
- any special investigations undertaken by the organisation.

The Committee is also responsible for any other functions delegated to it by the Council.

The Committee met on four occasions during the period under review. The Executive Committee comprises of six Council members.

Table 2 contains information about the current members and their attendance at meetings.

Table 2

Name	Date appointed	Meetings attended	Gender	Race
Professor SG Mabizela (Chairperson)	08-06-2010	4 / 4	Male	Black
Professor D Singh (Deputy Chairperson)	08-06-2010	1 / 4	Female	Indian
Ms F Dada	26-05-2011	3 / 3 [5]	Female	Indian
Professor ND Kgwadi	26-05-2011	3 / 3 [6]	Male	Black
Dr RA Patel	08-06-2010	2 / 4	Male	Coloured
Dr MS Rakometsi	08-06-2010	4 / 4	Male	Black

[5] Appointed on 26 May 2011
[6] Appointed on 26 May 2011

Remuneration and Human Resources Committee (REMCOM)

The REMCOM, constituted in terms of clause 8(1) (a) of the GENFETQA Act, 2001, is a Committee of Umalusi Council entrusted with the responsibility to oversee remuneration and human resource policies, practices, guidelines and procedures to ensure that Umalusi staff members are remunerated fairly and responsibly; and that their conditions of service are fair, just and comply with legal requirements. Table 3 contains information about the current members and their attendance at meetings.

The duties and functions of the REMCOM are outlined in Section 11(4) of the Act: "Despite subsection (1), the Council is the employer of the Chief Executive Officer and employees and must determine their remuneration, allowances, subsidies and other conditions of service."

The REMCOM derives its power from authority delegated to it by Umalusi Council. In execution of its duties and responsibilities, the REMCOM has full and unimpeded access to all staff of Umalusi and its records.

Table 3

Name	Date appointed	Meetings attended	Gender	Race
Dr RA Patel (Chairperson)	08-02-2010	4/4	Male	Coloured
Ms F Dada	27-10-2010	3/4	Female	Indian
Mr E Mosuwe	27-10-2010	3/4	Male	Black
Dr MS Rakometsi	08-02-1010	4/4	Male	Black

AUDIT COMMITTEE

From (L-R) Mr CH van der Merwe • Mrs L Rossouw • Dr MS Rakometsi • Ms D Voges • Mr A Mocke
Absent: Ms T Fubu (Chairperson of Audit Committee). Inset: Ms N Molalekoa

Audit Committee

The Council has an Audit Committee which meets at least twice a year in terms of the Public Finance Management Act (PFMA). The Audit Committee met three times during the period under review. This Committee has an advisory function and meets to scrutinise the performance of internal and external auditors and their appointment or retention. They are responsible for, among other things:

- the review and scope of audits;
- reviewing the effectiveness of internal controls;
- monitoring the remedial action put in place to deal with any shortcomings;
- ensuring that audits address critical risk areas;
- ensuring that adequate measures are in place to prevent fraud;
- reviewing the adequacy of financial policies; and
- reviewing financial statements and finalising these before submission.

Table 4 contains information about the current members and their attendance at meetings.

Table 4

Name	Date appointed	Meetings attended	Gender	Race
Ms T Fubu (Chairperson)	01-09-2010	3 / 3	Female	Black
Mr A Mocke	23-02-2012	1 / 1[7]	Male	White
Mrs N Molalekoa	01-09-2010	2 / 3	Female	Black
Dr MS Rakometsi	01-01-2009	2 / 3	Male	Black
Ms L Rossouw	22-03-2011	3 / 3	Female	White
Mr CH van der Merwe	01-09-2010	3 / 3	Male	White
Ms D Voges	01-09-2010	3 / 3	Female	White

[7]Appointed on 23 February 2012

Internal controls

Systems of financial and internal control are in place to provide reasonable assurance that assets are safeguarded and liabilities and working capital are managed efficiently. The Chief Executive Officer is the Accounting Officer to the Council and is charged with accounting for moneys received, payments made and moveable property purchased. The internal and external auditors liaise closely. Any material weaknesses are brought to the attention of the Audit and Executive Committees for consideration and remedial action.

Risk Management

A risk management policy and strategy is in place to enable management to identify, evaluate and assess risks effectively. The internal auditors monitor the prescribed procedures. The internal auditors have direct access to the CEO, the Executive and the Audit Committee.

Environment, Health and Safety

The Council considers that reasonable precautions are taken to ensure a safe working environment. It conducts its business with due regard for environmental concerns.

Code of Ethics

The Council and employees are required to observe the highest ethical standards to ensure that business practices are conducted in a manner that is beyond reproach. These principles are incorporated in the Code of Ethics and Service Standards, which have been approved and implemented.

These provide clear guidelines regarding expected behaviour of all employees.

Materiality and Significance Framework

Umalusi meets the Treasury Regulations requirement that the Council develops and agrees on a materiality and significance framework appropriate to its size and circumstances, as approved by the Minister of Basic Education.

Public Finance Management Act (PFMA)

The PFMA focuses on financial management with related outputs and responsibilities. Council members comply with their fiduciary duties, as the Accounting Authority, as set out in the PFMA.

MAINTAINING STANDARDS

In **2006** under the chairmanship of Professor John Volmink, **UMALUSI** hosted the 4th Sub-regional Conference on Assessment with the theme *Assessment and Educational Standards.*

A report, *Apples and Oranges: a comparison of school and college subjects,* was also published and **UMALUSI** undertook accreditation site visits to independent schools, FET colleges and adult centres for the first time.

2007 brought the end of an era: the Senior Certificate, the barometer of educational performance in South Africa, was examined for the last time. It was replaced by the National Senior Certificate, which commenced in 2008. A new qualification was also introduced in Further Education and Training colleges, the National Certificate Vocational (NCV).

REPORT OF THE CHIEF OPERATIONS OFFICER | Eugenie Rabe

In 2011 Umalusi celebrated its 10th year of quality assuring general and further education and training in South Africa.

In honour of this special occasion, the organisation produced an overview of its research, entitled *All the Cattle in the Kraal*, a meta-analysis of the research undertaken by Umalusi from 2003–2011 with the purpose of reviewing and consolidating the gains of the last 10 years.

"Umalusi's work was effected with due consideration for its capacity and budget."

In 2011 Umalusi continued to take up the challenges in education and training as it moved towards full implementation of the NQF Review by strengthening its role in the education and training system of South Africa and consolidating its amended mandate as captured in the National Qualifications Framework (NQF) Act (No 168 of 2009) and its amended establishment Act, the General and Further Education and Training Quality Assurance (GENFETQA) Act No 58 of 2001.

While ensuring that its mandatory obligations were carried out effectively, the organisation also participated in all the NQF structures and continued to initiate rigorous educational debates and well-founded research.

Umalusi's work was effected with due consideration for its capacity and budget, and developments and interventions were prioritised for maximum effectiveness in the education and training system.

Umalusi views the credibility of its certificates as central evidence of acceptable standards in general and further education and training. Umalusi is of the view that standards are developed and maintained through the design and quality of qualifications and curricula that are benchmarked locally and internationally; through good practices in the enactment of the curriculum; and through the integrity of the internal assessment and national examinations. This approach, informed by penetrating and insightful research, ensured that Umalusi remained grounded, sustainable and steadfast in a challenging and contested quality assurance landscape in 2011.

In consolidating the Council's approaches in setting standards and managing a sub-framework of qualifications for General and Further Education and Training (GFET), in early 2011 Umalusi submitted to the Minister of Higher Education the General and Further Education and Training Sub-framework of Qualifications, as well as two newly developed qualifications: the National Senior Certificate for Adults (NASCA) and the National Intermediate Certificate (NIC), a vocational qualification also for adults. The NASCA was gazetted by the Ministry for public comment in April 2012.

During 2011 senior Umalusi staff served on a number of task teams to carry the NQF transition forward. These included:

- The Ministerial Task Team for the Review of the National Certificate Vocational (NCV). This report was submitted to the Ministry in March 2012.
- A task team constituted by the South African Qualifications Authority (SAQA) to develop national policy for Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT), which would begin to establish a basis for articulation across the three sub-frameworks of the NQF.
- A SAQA task team investigating the recognition of professional bodies.
- A SAQA task team to develop policy and criteria for the registration of qualifications on the NQF.

Umalusi Council's mandate is met through the work of four national operations units that carry out the professional work Umalusi is tasked with: Qualifications, Curriculum and Certification (QCC); Quality Assurance of Assessment (QAA); Evaluation and Accreditation (E&A); and Statistical Information and Research (SIR).

Conceptually, the intended, enacted and assessed curriculum form a continuum; therefore setting standards and quality assuring these aspects, which are reliant on each other, cannot be divided artificially into separate processes. To that end, the organisation has continued to refine efficiency through cross-unit coordination of its work and information sharing through service level agreements between units involved in cross-unit work.

A number of cross-unit projects were completed and reported on in this financial year. These included:

Development and management of the GFET framework of qualifications:

The QCC Unit commenced with the immense task of quality assuring the Curriculum and Assessment Policy Statement (CAPS) at the request of the Department of Basic Education. In 2011 the Foundation Phase was completed and the

report will be submitted to the Ministry later in 2012. The quality assurance of the intermediate and senior phases was planned and the evaluation instruments designed. While QCC led the project, it was ably assisted by the SIR Unit. As part of the CAPS project, the subject Life Orientation (NSC and NCV) was evaluated; and a substantial project on Tourism and Hospitality Studies was undertaken. These reports will be completed in the next financial year.

"A number of important educational research projects were undertaken, with particular focus on the area of languages."

Quality assurance of assessment:

The assessments for the four national qualifications that Umalusi currently certifies, the National Senior Certificate (NSC), the Senior Certificate (SC), the National Certificate Vocational (NCV) and the General Education and Training Certificate (GETC) for Adults, were successfully quality assured. Continued work on a year-on-year comparative analysis of the cognitive demand of NSC examinations papers informed quality assurance processes. An exercise in post-exam analysis of learner responses was used to confirm standardisation decisions and to establish an embryonic project in item analysis and banking. The primary initiative was taken by the QAA Unit, assisted by the SIR, QCC, and E&A Units.

Quality assurance of provision:

The E&A Unit considers and processes applications for accreditation from independent schools, private FET colleges, private adult learning centres and private assessment bodies. As part of this function, Umalusi served the Eksamenraad vir Christelike Onderwys (ERCO) with notice of administrative action not to extend their provisional accreditation to assess the 2012 National Senior Certificate. This action required substantial work and support from the E&A and QAA Units. Further, E&A commenced with the piloting of full accreditation with the Independent Examinations Board (IEB) and received support from QAA and QCC in this regard. E&A continued convening private adult learning centres to set standards for ABET level 3 assessments, as well as examination products that were administered to learners in a pilot in October 2011. This work was led by E&A, with substantial support from QCC and QAA.

Research:

A number of important educational research projects were undertaken, with particular focus on the area of languages. This resulted in a third report on the cognitive demand of selected home language assessments in the NSC (the previous two reports were generated in 2010). The SIR Unit also continued to work on research that will culminate in a report on indicators of quality in 2012. Initiated by SIR, the senior managers and a number of managers of three units (SIR, QAA and QCC) again received training in Item Response Theory (IRT) from Educational Testing Services (ETS) in the United States and other consultants. The SIR Unit was supported in its work by the QCC, QAA and E&A Units.

While these projects were important cross-unit initiatives for 2011, the various units continued to deliver on their routine processes. These included accreditation and monitoring of assessment bodies; accreditation of independent schools, private FET colleges, and private AET centres; the quality assurance of 11 national examinations and related internal assessment and certification; verification of certificates; evaluation of curricula; conducting research; hosting a seminar series; and contributions to various international and national conferences.

Gazetted documents for comment

Umalusi provided substantial and in-depth comment on the following documents gazetted for public comment:

- Green Paper for a Post School Education and Training System
- The three sub-frameworks of qualifications
- National Senior Certificate for Adults (NASCA): A qualification at level 4 on the NQF
- Draft Regulations on the Assessment Process and Procedures for Adult Education and Training (AET) NQF level 1
- National Education Evaluation and Development Unit Bill
- Further Education and Training Colleges Amendment Bill
- Higher Education Laws Amendment Bill
- Draft Policy Document, National Policy pertaining to the programme and promotion requirements of the National Curriculum Statement Grades R–12.

Policy development and approval

- The QCC Unit revised and finalised Council policy for *Standard Setting and Quality Assurance for the General and Further Education and Training Qualifications Framework (GFETQF);* and is consulting on a draft policy entitled *A Policy for the Management of Qualifications on the General and Further Education and Training Qualifications Framework.*
- The QAA Unit finalised *A Framework for Standard Setting and Quality Assurance of Assessment*; and
- a position document on *Recognition of Prior Learning*

for General and Further Education and Training.
- The SIR Unit finalised a *Policy Framework for Research in General and Further Education and Training*.
- The E&A Unit continued to work with the Department of Basic Education on the *Policy and Criteria for the Quality Assurance of Independent Schools and Private Assessment Bodies* (published for public comment in 2011); and
- developed *A Framework for Consultation with the National Association of Independent Schools of South Africa (NAISA)*, which was signed in February 2012.

Umalusi has always actively promoted cooperative and supportive relationships with stakeholders, role players and other bodies in the wider education and training community, with 2011 being no exception.

collaboration in articulating the NQF, relationships had to be fostered and maintained, while Umalusi continued to be positioned strategically in a highly contested, national quality assurance landscape. This took the form of consultative processes, partnerships and workshops with role players and stakeholders in the system. These included the Department of Higher Education and Training (DHET), the Department of Basic Education (DBE), SAQA, Quality Council for Trades and Operations (QCTO), Council on Higher Education (CHE), Centre for Education Policy Development (CEPD), Sector Education and Training Authorities (SETAs), universities and others. The Council also consolidated its relationship with accredited private providers through provincial workshops in September 2011; a Provider Conference in September 2011; and the annual Provider Forum (for adult and vocational education) in March 2012.

Through a structured media strategy, participation in national structures, dissemination of its approaches, research reports and seminars, Umalusi continued to inform public debates and policy initiatives.

The sub-units that comprise Corporate Services have supported the work of the four National Operations Units in respect of leadership and governance, IT development, financial management and administration, and HR management and development. These contributions have ensured successful delivery on the Council's mandate.

The reports on the eight programmes that comprise Umalusi's scope of work reflect accomplishments of which the Council is justly proud. They also provide details on the deliverables achieved during the 2011/2012 financial year.

National Operations Programmes:
- Qualifications, Curriculum and Certification (QCC)
- Quality Assurance of Assessment (QAA)
- Evaluation and Accreditation (E&A)
- Statistical Information and Research (SIR)

Corporate Services Programmes:
- Management and Support (MSS)
- Finance and administration (F&A)
- Information Technology (IT)
- Human Resources and Development (HRD)

QUALITY ASSURANCE

In 2008 UMALUSI was declared a Quality Council in terms of the NQF Act No 67 of 2008 which replaced the SAQA Act of 1995. The new matric qualification, the National Senior Certificate was written, and quality assured for the first time with **UMALUSI** Council responsible for maintaining the standards in the transition.

In December **2009, UMALUSI** submitted the policy, *the General and Further Education and Training Qualifications Framework* to the Department of Education for regulation; **UMALUSI** developed its vision for a post school system as a contribution to the skills development agenda in the country; and evaluated and reported on the assessment system of the NCV.

QUALIFICATIONS, CURRICULUM AND CERTIFICATION UNIT (QCC) | PROGRAMME: A

Top to bottom (L-R) Senior Manager - Elizabeth Burroughs • Annemarie Janse van Rensburg • Celia Booyse • Helen Matshoba • Lerato Molai • Lesego Mgidi • Liligirl Bodila • Salphina Magoro • Tello Motloi • Zolile Hlabeni

The QCC Unit is building steadily on the work of previous years, and a major building block was put in place when a third manager – for qualifications – was appointed in January 2012.

The QCC Unit manages the work related to the sub-framework of qualifications for which Umalusi is responsible: the very foundations of the educational system. It evaluates the curriculum – in effect, the bricks for building a national system – and completes the process by certifying successful achievement of those qualifications.

The gazetting of the three sub-frameworks of the NQF in December 2011 and the publication of the *Green Paper on Post School Education and Training* in January 2012 have resulted in much work promoting the structure of the General and Further Education Qualifications Framework (GFETQF) and its constituent qualifications. The gazetting of the NASCA in March 2012 is yet another indication of the energy being poured into putting a comprehensive national education and training system in place.

The curriculum sub-unit has focused on building an understanding of the role of the subject Life Orientation – the last of the fundamental subjects to be attended to – in both the NSC and the NCV. The project is intended to provide insight into the single most disparaged subject in the basic qualifications of our system; and to examine what it really means to have a subject which is assessed without a national examination, as is the case with Life Orientation in the NSC. The second project is a major collaborative effort around the so-called services subjects – Tourism, Hospitality and Consumer Studies – in both the NSC and the NCV.

This project is consciously striving to develop a blueprint for curriculum work that brings together universities, colleges, schools, industry and SETA representation, not to mention both departments of education and the Department of Tourism.

The unit's third project is managing the evaluation of the CAPS for the Foundation Phase. All these projects carry over into the coming financial year. Some new ones, notably the evaluation of certain CAPS for Grades 10–12, are to be carried out jointly with the SIR Unit.

The certification sub-unit continues to support both departments of education as well as the provinces to strengthen and finalise the various systems required to certify the NCV and the NSC, especially for those candidates who wrote across two or more examination sessions. Umalusi instituted provincial visits to monitor and support the certification sections in each of the nine provinces. It is noted that the certification function is radically understaffed both provincially and nationally, a source of concern. Umalusi will submit a report to the DBE as a result of the visits undertaken in 2011–2012, and its progress will be monitored against the recommendations made.

The verification sub-unit has had a spectacular rise in the number of verifications they have undertaken, as can be seen from the 51% increase in the figures between the previous financial year and the current statistics for certificates also appear to show a large increase, but this is because KZN certificates for 2011 were printed in this financial year. What it does indicate, however, is that bulk certification of the NSC is finally happening within the expected timeframe, a move that is welcomed by all.

The Qualifications Standards Committee (QSC), established in February 2011, is beginning to understand the nature of Umalusi's work and to provide much needed conceptual support and advice. Indeed, the committee was expanded by an additional four members to help the organisation deal with the varied work it must do. While the past financial year has evidenced expansion in the scope of its work, the year ahead presages further expansion of the work required to strengthen national educational infrastructure.

QUALIFICATIONS, CURRICULUM AND CERTIFICATION UNIT (QCC) | continued

OUTCOME	KEY PERFORMANCE INDICATORS	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Establish a sub-framework of qualifications for GFET	The GFET Qualifications Framework is developed and submitted for regulation	Submitted for regulation	100%	Successfully completed The policy was gazetted for public comment by the Minister: DHET in December 2011
	Framework policy for managing the development and evaluation of qualifications and curricula developed	Policy accepted as draft policy; further consultation in a developing environment is undertaken	100%	Successfully completed
	Umalusi input to DHET Green Paper on Post School Education managed	A much-discussed Umalusi response submitted timeously	100%	Successfully completed
	New qualifications are developed	The NASCA and the NIC are gazetted and planned for implementation	50%	The NASCA has been gazetted for public comment; engagement with the DHET on its further development and implementation is urgently required
	Review the NCV	Participate in developing the report	100%	Successfully completed
	The QSC supports the work of the unit, and that of Umalusi Council.	The QSC supports the work Umalusi is required to do in managing the sub-framework of qualifications	100%	Successfully completed
Curricula are evaluated and approved	Comparative evaluation of NCV Engineering curricula and the N2 and N3 Engineering subjects conducted	A comparative study completed and published	90%	Evaluation completed; report still to be launched
	Services subjects investigation: NSC (Tourism, Consumer Studies; Hospitality Studies) and NCV subjects related to Tourism & Hospitality programmes	Intended and assessed curriculum evaluation with the purpose of ensuring that the offerings at schools and colleges complement each other and articulate well into higher education levels	60%	This project will be completed in the next financial year
	Life Orientation as fundamental in NSC and NCV; intended and assessed curriculum investigation as preparatory work for CAPS quality assurance	To formulate comments to serve as quality assurance measures for CAPS: Life Orientation, which is based on a 100% ICASS component Recommendations with regard to the repackaging of the outcomes of Life Orientation as a subject completed	70%	This project will be completed in the next financial year
	CAPS Foundation Phase evaluation	Comparative investigation current NCS Foundation Phase and CAPS Foundation Phase completed	70%	The project will be completed in the next financial year
	NCV curricula reviewed: Mathematics and Mathematical Literacy	Finalise review of selected NCV curricula: Mathematics L4, and alignment with L2 & L3 recommendations	100%	Successfully completed

QUALIFICATIONS, CURRICULUM AND CERTIFICATION UNIT (QCC) | continued

OUTCOME	KEY PERFORMANCE INDICATORS	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Certification of learner achievements is ensured	Learner certification processes are maintained and improved for NSC and GETC	November 2010 certificates issued by May 2011 and requests for November 2011 NSC certification received from 7 of the 9 provinces Certificates for IEB and Free State printed and distributed for the 2011 NSC and GETC examination Certificates issued continuously on request	90%	Successfully completed
	Learner certification processes are maintained and improved for the NCV	All NCVcertification finalised i.r.o.: November and supplementary certification for NCV level 4 for 2009 and 2010 NCV4: 2011 All NCV levels 2 and 3	20%	Awaiting data for certification to be finalised by the DHET Umalusi has significantly supported DHET to ensure result and certification systems are developed
	Certification systems for all qualifications revised and enhanced as required	NCV levels 2 and 3 certification system developed NSC certification system for combination of results completed	100%	Successfully completed Umalusi has significantly supported DBE to ensure resulting and certification systems are fully developed
	Directives for the certification of all qualifications developed and consulted	Directives for the certification for qualifications issued by Umalusi reviewed and published	100%	Successfully completed
	Quality assurance of resulting processes undertaken	Testing to ensure that resulting had been done correctly after standardisation was completed by 28 Dec 2011	100%	A new quality assurance measure successfully introduced and completed
Verification services provided	Processing of certificate verifications is maintained at a consistently high standard	Verifications undertaken in accordance with SLA	100%	Successfully completed The verifications sub-unit processed 51% more requests than it did in the previous financial year
	All major clients submit requests for verification through the e-verification system	E-verification system reviewed and enhanced	100%	Successfully completed
Provider and stakeholder relationships extended and maintained	Existing stakeholder relationships are maintained with assessment bodies, SITA, verification clients and strategic partners and new relationships fostered to deal with changes in the legislative environment	Ongoing participation in IPEAC and its sub-committees; IECS user group; ITC Consultative meetings and workshops hosted and attended with DBE, DHET, SAQA, HEQC and QCTO Ongoing participation in the SETA Forum Artisan Development sub-committee	100%	Continued participation and consultation in a terrain that is continually changing

QUALIFICATIONS, CURRICULUM AND CERTIFICATION UNIT (QCC) | continued

CERTIFICATES PRINTED FOR THE PERIOD 1 APRIL 2011 TO 31 MARCH 2012

Certificate type	2010/2011	2011/2012
Senior Certificate with endorsement (first issue)	359	359
Senior Certificate (first issue)	4 141	5 019
N3 (first issue)	1 542	3 113
Senior Certificate endorsement (Combinations)	369	11 622
Senior Certificate (combinations, re-issues, duplicates)	64 877	66 834
N3 (combinations, re-issues, duplicates)	5 386	3 722
GETC (ABET level 4)	1 934	10 145
Subject certificates: Senior Certificate	77 244	79 119
Subject certificates: N3 certificates	29 419	33 523
Learning Area Certificates: GETC (ABET level 4)	18 309	21 551
National Senior Certificate college qualification	123	179
National Senior Certificate: combinations, re-issues (College qualification)	768	1 216
National Senior Certificate: Schools (New)	365 105	487 037*
Subject Statement (New NSC)	251 727	293 442
National Certificate Vocational	15	1 638
Subject Statement (NCV)	3 197	10 385
TOTAL	**620 045**	**1 028 904**

* These figures include the certificates issued for KwaZulu-Natal Education Department for the 2011 NSC examination.

Verification figures for the period 2010–2011 and 2011–2012										
	Manual		E-Verifications		Full Verifications		Internet		Total	
	2010/11	2011/12	2010/11	2011/12	2010/11	2011/12	2010/11	2011/12	2010/11	2011/12
Tariff	R20	R23	R16	R18	R32	R37	R17	--		
First Quarter April–June	1 429	482	39 820	58 597	9 437	5 298	1 573	--	52 259	64 377
Second Quarter July–Sept	1 215	1 026	43 327	111 302	9 723	5 384	400	--	54 665	117 712
Third Quarter Oct–Dec	1 074	1 230	37 297	67 049	5 342	4 499	0	--	43 713	72 778
Fourth Quarter Jan–March	962	3 013	63 478	68 659	4 745	6 333	0	--	69 185	78 005
Total	**4 680**	**5 751**	**183 922**	**305 607**	**29 247**	**21 514**	**1 973**	**--**	**219 822**	**332 872**

QUALITY ASSURANCE OF ASSESSMENT UNIT (QAA) | PROGRAMME: B

Top to bottom (L-R) Senior Manager - Vijayen Naidoo • Andy Thulo • Bellinah Molaudzi • Josephine Pitje • Nthabiseng Matsobane • Charity Kanyane • Confidence Dikgole • Sarah Madigo • Marisa du Toit • Eardley Twigg • Heather Erasmus • Siphamandla Nxumalo • Rachel Tladi

The Quality Assurance of Assessment function has, over the past 10 years, continued to build, expand and improve on the quality processes instituted by Umalusi's predecessor, the South African Certification Council (SAFCERT). However, looking back over the decade, the increased scope and magnitude of the work of the unit is overwhelming. In this time the unit successfully managed the introduction of two new qualifications, viz., the NCV in 2007 and the NSC in 2008.

In 2001, the process of monitoring the conduct of examinations and marking, having been introduced in 2000, was consolidated. Prior to this, the emphasis was on the moderation of question papers and the standardisation of results. Also in 2001, the GETC was quality assured by Umalusi for the first time.

Quality assurance of the Vocational Education and Training (VET) assessment by Umalusi began in 2002. Having commenced with the 'N' courses, the VET assessments now also include NCV levels 2, 3 and 4.

The year 2005 was a special year for the Senior Certificate (SC) examination. This cohort of candidates writing the SC in 2005 was the first to have completed its general education phase (i.e. up to Grade 9) through Outcomes-Based Education (OBE). They were followed in 2006 by another special cohort of candidates, affectionately called "Madiba's children". These candidates started school in the new, democratic South Africa.

The NSC was assessed for the first time in 2008. This examination was the first truly national examination, since all candidates wrote common national examination question papers. The quality assurance of this examination, as well as the subsequent examinations, was a huge success for Umalusi. Quality assuring a new qualification with no history proved a major challenge, but one which Umalusi mastered through a combination of research, innovation and resolve.

Umalusi took another unprecedented step when it disclosed the 2010 and 2011 NSC standardisation decisions. This entrenched public confidence in Umalusi and the manner in which it executes its quality assurance mandate.

Umalusi's quality assurance processes assure the standard of assessments and monitor the annual "state of readiness" of examination systems. Umalusi Council approves the release of results if, in its judgement, it is found that the examinations were conducted in a credible manner, i.e. that they complied with the relevant examination policies and regulations; and that there were no reports (at the time of approval) of any irregularities that could compromise the examinations and/or their outcomes. In 2011 monitoring included DBE processes in addition to PDE and private assessment body processes. As a result of the processes instituted by Umalusi, Site Based Assessment (SBA) was moderated for the first time at national level.

Detailed reports are captured in the following sector specific publications:

QUALITY ASSURANCE OF ASSESSMENT UNIT (QAA)
| continued

- *Quality Assurance of the National Senior Certificate: Assessment and Examination*
- *Quality Assurance of the GETC ABET Level 4 Examination*
- *Quality Assurance of the National Certificate Vocational Examinations*

The unit also published an information booklet titled Understanding Standardisation to provide guide to aid public *Understanding of Standardisation.*

The work of the QAA Unit is conducted under the guidance of the Assessment Standards Committee, a committee of Council comprised of highly qualified and distinguished individuals with educational and statistical backgrounds.

Umalusi has once again succeeded in fulfilling its quality assurance mandate, ensuring credible examinations and assessment outcomes.

The focus in future will be to ensure assessment standards remain at an acceptable level to maintain the credibility and value of the certificates issued to successful candidates; and to address issues currently under debate in the public domain.

These relate to the standard and pass mark of the NSC and the purpose, suitability and adequacy of the NCV.

OUTCOME	KEY PERFORMANCE INDICATORS	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Quality assurance of assessment maintained and improved	Question papers for: NSC, SC (sample), NCV (sample) and GETC externally moderated; multiple examinations across assessment bodies ISAT instruments moderated	All papers moderated and approved within examination cycle timeframes: NSC (DBE, IEB & ERCO): 380 NCV: 240 NATED: 10 SC: 74 GETC: 26 learning areas ISAT tasks for 2011 approved: 39	NSC (DBE, IEB & ERCO): 99% NCV: 100% NATED: 100% SC: 100% GETC:100% 100%	ERCO IT and Maths Literacy question papers not approved by Umalusi ERCO used DBE question papers Continued scarcity of suitably qualified people to appoint as external moderators for NCV
	Internal assessment for NSC, NCV levels 2, 3 & 4, and GETC monitored and moderated	Internal assessment systems monitored per policy NSC internal assessment of sample of subjects across assessment bodies moderated (DBE, IEB & ERCO): 10 subjects across assessment bodies NCV ICASS: 37 subjects across levels 2, 3, 4 NCV ISAT: 12 programmes and 13 subjects GETC: 12 learning areas across assessment bodies	NSC (DBE, IEB & ERCO): 80% NCV ICASS: 100% NCV ISAT: 100% GETC: 100%	Unavailability of moderators due to late receipt of plans from DBE
	Conduct of examinations monitored and reported on	The conduct of examinations monitored across assessment bodies annually: NSC: 203 centres NCV: 79 centres GETC: 59 centres	100%	Successfully completed
	Reliable assessment outcomes	Marking centres monitored per exam: NSC: 93 NCV: 2 central & 79 centres GETC: 9 Representative sample of scripts moderated per exam: NSC: 17 subjects NCV: 71 subjects GETC: 8 learning areas Assessment outcomes standardised for 11 examinations	100% NSC: 100% NCV: 100% GETC: 100% 100%	Successfully completed Scarcity of expertise i.r.o. of moderators Successfully completed

QUALITY ASSURANCE OF ASSESSMENT UNIT (QAA)
| continued

OUTCOME	KEY PERFORMANCE INDICATORS	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Standards for assessment articulated and maintained	Policies and processes regulating quality assurance of assessment developed and implemented	Policy and directives reviewed for quality assuring the NSC, NCV and GETC Policy framework for quality assurance of assessment approved	100%	Successfully completed
	Computer applications for the verification of the resulting process developed and implemented	Standardisation and resulting modules developed and tested prior to December 2011 examinations	100%	Successfully completed
	The quality of exam products and administration of examinations reviewed, monitored, and reported on annually	Monitoring of the annual implementation of assessment practices completed and reported on	100%	Successfully completed
Stakeholder relations established and managed	Collaborative stakeholder relations fostered and maintained through stakeholders' bilateral meetings, consultative workshops, and effective communication	Regular communication maintained with stakeholders through letters, circulars, and attendance at relevant meetings	100%	Successfully completed

Interesting facts:

Number of examinations quality assured: 11

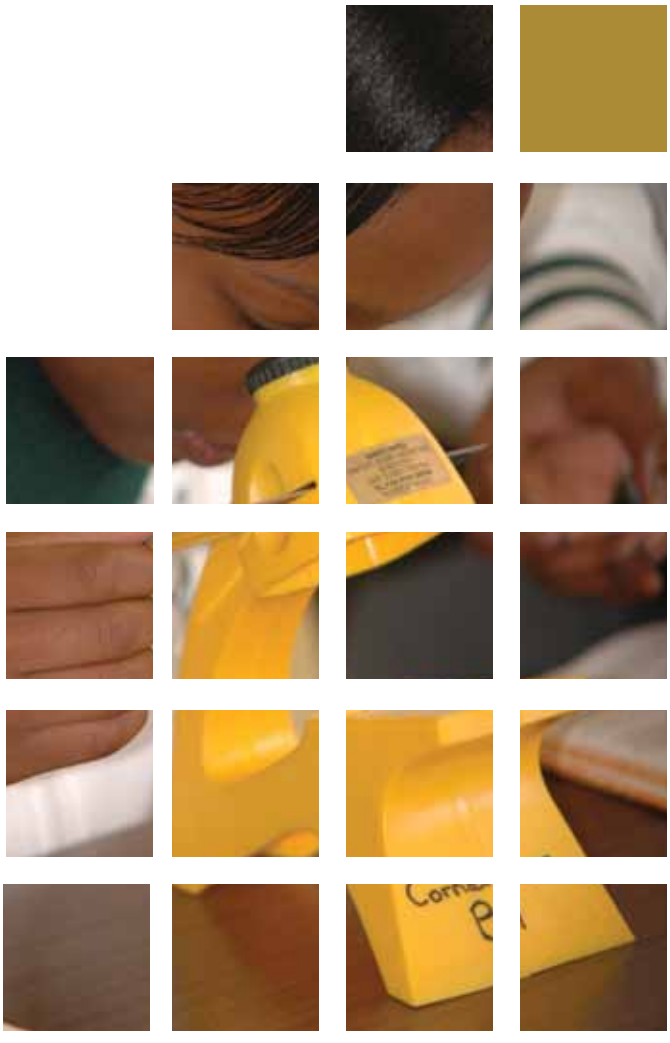
Number of papers externally moderated across exams: 730

Number of moderators used: 231

Number of monitors used: 36

Quality assurance reports produced:

- *Quality Assurance of the National Senior Certificate: Assessment and Examination*
- *Quality Assurance of the Examinations and Assessment for Vocational Education and Training*
- *Quality Assurance of the Examinations and Assessment of the General Education and Training Certificate: ABET Level 4.*



EVALUATION AND ACCREDITATION UNIT (E&A) | PROGRAMME: C

Top to bottom (L-R) Senior Manager - Chaile Makaleng • Anushka Thaver • Chris Nyangintsimbi • Kgosi Monageng • Nombuyiselo Mabitsela • Ethel Mathebe • Faith Ramotlhale • Sphiwe Mtshali • Vani Chatty • Grace Nhlapo • Gugu Chili • Zitha Khumalo • Tsholofelo Mokonoto • Khensani Motsi • Kholotelo Rabotho • Mary-Louise Madalane • Phumla Molusi • Veenay Bennideen

Umalusi's integrated standard setting approach has three legs, namely the intended curriculum, the enacted curriculum and the assessed curriculum. The work of the E&A Unit revolves largely around the enacted curriculum, which relates to the quality assurance of provision at independent schools, FET colleges, adult education and training centres, and state and private assessment bodies. In the year under review E&A has made substantial strides in assessing the quality of provision across the provider sectors for which it is responsible.

In 2003 while in its infancy, the unit set up a system for the accreditation and monitoring of education providers and assessment bodies. This entailed establishing the required policies, structures, processes and procedures to fulfil its legislative mandate. The unit started with implementing "provisional accreditation" in anticipation of the implementation of the full accreditation process once the policy was regulated by the Minister of Education. With a particular focus on institutional capacity, "provisional accreditation" was designed to be developmental and was intended to assist private education and training providers, and private assessment bodies, to advance to a state of readiness for the full accreditation process. Considering that the quality assurance discourse was not yet entrenched in this country, setting up and implementing a quality assurance regime was daunting, but also exciting.

To help instil an internal culture of continuous improvement in private providers, E&A monitors large numbers of provisionally accredited institutions and assessment bodies annually, and 2011 was no different. Further, substantial numbers of private FET institutions were referred and recommended to the DHET for registration, which included providers accredited by Sector Education and Training Authorities.

In 2005, the unit conducted a comprehensive evaluation of the public national assessment system for the SC, a high-stakes national examination; and in 2008 the same evaluation was done of the assessment system for the NCV. Umalusi evaluation teams conducted site visits to public assessment bodies (i.e. the-then Department of Education and the nine provincial education departments and their district offices) and, in the case of the SC, the two private assessment bodies. The evaluation teams also visited sample exam centres. In the main, the systemic evaluations raised the bar considerably for the standard of internal and external assessment. As the scope of the unit's work grew, it saw the need for the private provider sectors to internalise standards. In 2009, E&A established an annual Adult and Vocational Education and Training (AVET) Forum. The aim was to create an AVET community of practice that would establish a discourse of quality and the notion of standard setting for the sector.

In 2012, E&A held its third AVET Forum during which delegates discussed the Green Paper on Post School Education and Training (gazetted for public comment in December 2011), as well as the proposed qualifications sub-frameworks of the three Quality Councils, Umalusi, Council on Higher Education (CHE) and the Quality Council for Trades and Occupations (QCTO).

The unit also hosted its fourth annual AVET Provider Conference in 2011, with the theme *Rethinking the post-school sector: qualifications, delivery and work.*

In further pursuing the objective of internalising standards, in 2011 E&A piloted the notion of a convener system. This focused on ABET level 3 assessment and attempted to establish NCV assessment committees.

EVALUATION AND ACCREDITATION UNIT (E&A)
| continued

This work remains ongoing.

In an effort to formalise its relations with key stakeholders, the unit concluded a framework for consultation with NAISA in 2011. This outlines guidelines for Umalusi's consultation with NAISA on matters that affect independent schools.

The current challenge is managing the transitional period of moving towards meeting the mandate of a Quality Council, as determined by the NQF Act No 67 of 2008. This requires Umalusi to only quality assure private education institutions that offer qualifications registered on the General and Further Education and Training Qualifications.

Pilot projects were completed for the full accreditation process in 2010 / 2011 for all the sectors offering qualifications on the General and Further Education and Training Qualifications.

In the case of the AVET sector, for which the accreditation policy and criteria was regulated in 2010, E&A will roll out the full accreditation process in the 2012–2013 financial year.

As the policy for independent schools has not yet been regulated by the Ministry, Umalusi will conduct Phase 2 of the full accreditation pilot in a sample of schools, in anticipation of the policy being regulated in the near future.

Umalusi served notice of administrative action to not extend the provisional accreditation of ERCO in February 2012. Consequently ERCO will not set and conduct the NSC examination in 2012.

This matter is currently *sub-judice*.

OUTCOME	KEY PERFORMANCE INDICATORS	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Maintain a system for evaluation, accreditation and monitoring of institutions of learning	A system for evaluation, accreditation and monitoring of institutions of education and training is maintained and extended	New provider accreditation applications: Schools:150 Private FET: 156 Private AET: 22 No of providers monitored: Schools: 462 Private FET: 551 sites Private AET: 61 Site visits: Schools: 231 Private FET: 125 Private AET:18 SETA providers referred for registration to DHET: 306	100%	Completed successfully
	Accreditation policies regulated and reviewed	Accreditation policy for independent schools submitted for gazetting for public comment by March 2011	100%	Successfully completed
	Accreditation process piloted	Phase 1 pilot for independent schools commenced by March 2011	100%	Successfully completed
Maintain and review the accreditation system for assessment bodies; monitor public assessment system	An accreditation system for assessment bodies and the monitoring of public assessment system is maintained and reviewed	Private assessment bodies (IEB and ERCO) and the public assessment system were monitored and reported on	100%	Successfully completed
		The convener system for ABET level 3 established and examination question papers set and submitted for external moderation by March 2011	100%	Successfully completed
		NCV assessment committees established by March 2011	100%	Committee members were found to lack the requisite curriculum and assessment expertise
		Accreditation process reviewed and new instruments developed; pilot commenced	100%	Successfully completed

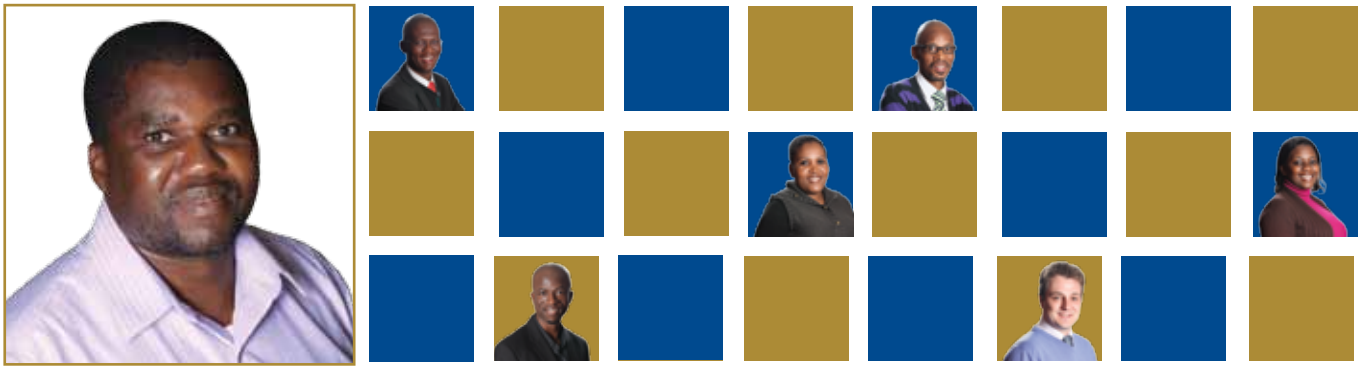
EVALUATION AND ACCREDITATION UNIT (E&A)
| continued

OUTCOME	KEY PERFORMANCE INDICATORS	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Maintain and improve stakeholder relationships	Stakeholder relationships are maintained and extended	Annual workshops: Schools: 9 AVET colleges and centres: 5	100% 100%	Completed successfully
		AVET Provider Forum hosted by March 2012	100%	Completed successfully
		AVET Advisory Committee meetings maintained	100%	Completed successfully
		Annual Provider conference hosted by September 2011	100%	Completed successfully
		Framework for consultations with stakeholders refined	100%	Completed successfully
Conduct unit-based studies and reports	Unit-based studies are conducted and reported on	Monitoring report on NSC assessment system submitted at the end of the monitoring process	100%	Completed successfully

Interesting facts:

- The attendance of the AVET Provider Forum as well as the AVET Provider Conference continues to grow annually – in 2011 more than 200 providers attended these events.
- In excess of 700 sites of learning were recommended and referred to the DHET for registration as private FET institutions.
- Currently Umalusi has provisionally accredited 1 300 private education and training providers.
- Umalusi has referred 1 167 private providers accredited by SETAs for registration to the DHET.

STATISTICAL INFORMATION AND RESEARCH UNIT (SIR) | PROGRAMME: D



Top to bottom (L-R) Senior Manager - Emmanual Sibanda • Biki Lepota • Paul Mokilane • Grace Tsomele • Pauline Masemola • Frank Chinyamakobvu • Marco MacFarlane

The mandate of the SIR Unit, formalised only in 2008, is to conduct research as identified by the needs of the organisation and to report on the key indicators of quality and standards in the general and further education and training sector, as it pertains to Umalusi's mandate; and to undertake research projects, the findings of which must provide a firm foundation for Umalusi's strategic approaches and quality assurance processes.

In the last financial year, the SIR Unit compiled an overview of Umalusi's research, providing a meta-analysis of all research undertaken by Umalusi from 2003 to 2010.

It includes summaries of the main findings and recommendations from reports produced by Umalusi during the period under review. Research conducted in 2011/12 investigated a framework for assessing the standard of home languages. The focus was to develop a framework for assessing and comparing the cognitive challenge of the NSC Home Languages examinations.

Additionally, the unit continued with projects and workshops on Item Response Theory (IRT). These aim to build internal capacity to understand and manage the quality assurance of pre-standardisation processes that lead to banking pre-tested items for use in future examinations.

The SIR Unit organised various seminars in partnership with the Centre for Education Policy Development (CEPD) and Wits University; University of Pretoria; Higher Education of Southern Africa (HESA); and the Higher Education Learning and Teaching Association of South Africa (HELTASA). The aim was to address issues of common interest with respect to the quality of teaching and learning, and assessment, in the sectors for which Umalusi is responsible.

The unit began planning for Umalusi's 2012 conference, with the theme *Standards in Education: the challenge*.

In 2012, the unit will focus on a number of newly identified research projects. All Umalusi's research reports, as well as information on research currently under way, can be viewed on Umalusi's website www.umalusi.org.za

OUTCOME	KEY PERFORMANCE INDICATORS	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
A conceptual framework of indicators of quality and standards in education is developed	Draft report on the indicators of quality in general and further education and training developed	March 2012	100%	Successfully completed
Research is planned, managed and implemented and findings shared	Research projects are commissioned and conducted An overview of Umalusi's research completed and published Maintaining standards: Home Languages research conducted The challenge of cognitive demand: developing a framework for assessing and comparing the cognitive challenge of Home Languages examinations	As per research agenda	100%	Successfully completed Research completed in a given financial year is published only in the next financial year

STATISTICAL INFORMATION AND RESEARCH UNIT (SIR)
| continued

OUTCOME	KEY PERFORMANCE INDICATORS	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Research is planned, managed and implemented and findings shared (continued)	Report on the quality of continuous assessment and the implications for delivery of the enacted curriculum. Item Response Theory: post exam analysis of Maths and Science conducted and reported on	As per research agenda	100%	Successfully completed
Stakeholders engaged through seminars, conferences and published research	Seminars and workshops were successfully conducted	2 annual seminars conducted	100%	Successfully completed
Research forum is maintained	Research forum meetings conducted	2 meetings conducted annually	100%	Successfully completed
Statistical support is provided to other units	In-house databases related to reporting requirements established and maintained	Ongoing	100%	Successfully developed and maintained
Resource Centre is maintained and extended	Resource Centre improved to support Umalusi's work and staff development	New resources acquired and existing systems improved as per planning	100%	Successfully completed

Research and seminar publication highlights:

Research reports:
All the Cattle in the Kraal: An Overview of Umalusi's Research

Comparative Analysis of National Senior Certificate Home Language Examination Papers: 2008–2011 (Composite Report)

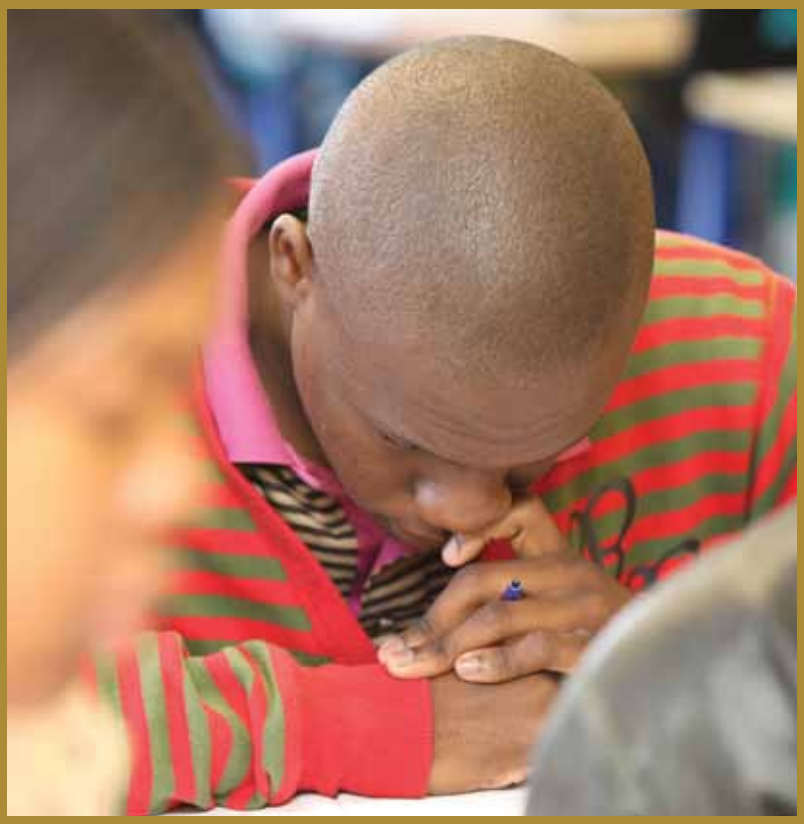
Comparative Analysis of the National Senior Certificate Home Language Examinations, 2008–2011: Afrikaans, English, isiNdebele, isiXhosa, isiZulu, SiSwati, Sepedi, Sesotho, Setswana, Tshivenda, and Xitsonga

The Challenge of Cognitive Demands: Developing a Framework for Assessing and Comparing the Cognitive Challenge of Home Languages Examinations

Seminar reports:
Standardisation of learners' marks: Umalusi's approach

Youth who are not in education, employment, or training: Whose problem is it?

CERTIFICATION



In **2010**, **UMALUSI's** Qualifications Standards Committee was established and two new qualifications were recommended to the Minister for regulation, namely the National Senior Certificate for Adults (NASCA), and the National Independent Certificate (NIC), a more vocational alternative, also for adults.

In **2011 UMALUSI** Council released the standardisation decisions for the National Senior Certificate to the public for the first time and launched a campaign to educate the public about standardisation. **UMALUSI** was appointed to the Ministerial Task Team for the review of the NCV and continued to participate in various NQF structures to manage the transition of SAQA and the three Quality Councils to their new mandates under the NQF Act No 67 of 2008.

MANAGEMENT SUPPORT STRUCTURES AND GOVERNANCE (MSS) | PROGRAMME: E

EXECUTIVE MANAGEMENT

Top to bottom (L-R) Dr MS Rakometsi (CEO) • Ms E Rabe (COO) • Mr JR Thomas (CFO) • Mr EP du Plooy • Ms L Mabunda • Ms E Michael • Mr MB Khuboni

The MSS Unit comprises the offices of the Chief Executive Officer, the Chief Operations Officer, the Chief Financial Officer and the Communications and PR sub-unit.

MSS ensured that a strategic plan and budget was in place and that the organisation fulfilled its mandate within its capacity. The unit supported the work of Council and its committees through appointed secretariats and ensured that the Council and its committees were informed and able to carry out their functions. All operational work was planned and co-ordinated in an efficient and effective manner and progress was monitored and reported on quarterly.

Organisational risks were minimised through a quarterly review of the risk register and actively managing identified risks. Management and professional policies were developed and reviewed quarterly. The quality of work was monitored through internal audit processes.

The office of the Chief Executive Officer met with many strategic partners and stakeholders as well as media houses to strengthen and forge relationships and partnerships. Umalusi's internal and external communications were planned and carried out by the Communications and PR sub-unit. This sub unit raised the profile of Umalusi Council through events, publications, conferences, ex-hibitions and the development and content management of the Umalusi web portal.

As the custodian of the Umalusi brand, this sub-unit also managed relations with the print and broadcast media. A series of six articles profiling Umalusi was published in the Mail & Guardian newspaper and numerous interviews were conducted for radio and television. All these activities contributed enormously to profiling the organisation and bringing greater understanding of the work Umalusi Council does.

In future this unit's designation will be changed to **Governance and Office of the Chief Executive Officer** (GOCEO) as it better describes the work of the unit.

MANAGEMENT SUPPORT STRUCTURES AND GOVERNANCE (MSS) | continued

OUTCOME	KEY PERFORMANCE INDICATORS	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Organisational plans in place, implemented and reviewed	Strategic plans developed and implemented New management cycle & calendar drawn up and implemented Operational plans co-ordinated Reports are available for managerial decisions and submitted quarterly to the DBE Organisational policies developed and vetted before Council approval and implementation Monitoring and review took place regularly	PFMA and other targets met Annually, 1 April Ongoing Quarterly Ongoing Quarterly	100%	Met PFMA targets for planning, budgets and review Successfully completed and maintained
Organisational governance is maintained	Council meetings efficiently arranged and supported Council meetings minuted and decisions implemented and followed up Budgets and strategic plans approved by the Ministry of Basic Education	Ongoing effective governance practices Before 1 April 2010	100%	Successfully completed and maintained
Stakeholder relations established and managed	Synchronisation of Umalusi work with political, administrative and other statutory imperatives	Meetings with different political structures were held, namely DHET, DBE, SAQA and QCs Engagement and collaborative meetings and work with other bodies done including the South African Principals Association (SAPA);SADC Exam Boards; SACPO and universities	100%	PR to continue to arrange these collaborative meetings
External functions and communication carried out as planned and in response to external needs	Sending out press releases Organising Umalusi 10th Anniversary Arranging radio and TV interviews	Press releases are done as and when required 8 press releases distributed to date Media and website enquiries attended to on time and responded to promptly A successful Umalusi 10th Anniversary function held 15 radio and 7 TV interviews held	100%	Successfully completed Information sharing with media houses and education journalists is ongoing
Umalusi publications	Coordinate media articles, publication of Makoya and the Annual Report Coordinate the printing of promotional material including brochures and Umalusi research reports	3 copies of Makoya printed and distributed to all external stakeholders Annual Report successfully delivered Exhibition material printed as needed	100%	Successfully completed

CORPORATE SERVICES
INFORMATION TECHNOLOGY (IT) | PROGRAMME: F

Top to bottom (L-R) Archie Ntim • Gerhard Booyse • Gerrit Janse Van Vuuren • Jacques Bouwer • Ulrike Badenhorst • Neo Mmope

This sub-unit's responsibilities can be divided into two main categories, viz., system development and support, and network and hardware support, which include hardware and /or software applications, installation and support.

System development and support comprises of a Mainframe Certification System and a Management Information System (MIS). The Mainframe Certification System covers three areas: certification of qualifications, quality assurance of the resulting process, and the verification of issued qualifications. The end product of the certification process is a certificate that is printed after validation is done, to ensure the learner qualifies and complies with the requirements for the qualification.

The quality assurance of the resulting process involves assuring the quality of the standardisation, statistical moderation and resulting processes for the NSC and NCV. This process improved the validity of the examination by ensuring that the prescribed procedures and formulae were correctly implemented and applied by the various assessment bodies. Since the inception of Umalusi, the mainframe system has been redesigned and updated as determined by new requirements set by Umalusi for the certification of Grade 12, NATED programmes (N3 and NSC for colleges) and ABET qualifications from 2003 to 2006.

Certificate printing was adapted to accommodate new background paper that reflects the Umalusi corporate image.

From 2008 the mainframe system was expanded to cater for new qualifications that were phased in, namely the NSC and the NCV. A quality assurance process was initiated from 2009 to approve results and verify the implementation of standardisation decisions, statistical moderation principles and the calculation of final results. An electronic system was developed for verifying qualifications and an e-verification system to programmatically verify the qualifications.

The MIS was designed, developed and implemented between 2002 and 2004. The initial scope was to handle the accreditation of providers and a corresponding workflow was effected. Since the initial implementation it has evolved from being an accreditation system only, to a system that caters for several workflows. These include the accreditation process, site visits and monitoring of providers.

The MIS is continually improved according to user requirements and requests. The areas that are addressed are workflows for accreditation of providers, management of claims for contract workers, and maintenance and improvement of the website. There is also a drive to convert from a paper-based instrument system to a computerised, electronic system.

A claim system was developed to handle all contract payments, subsistence and travel claims for moderators of question papers, examiners, researchers, monitors and evaluators for the accreditation processes and the like. A purchase requisition system linked to the budget was also implemented to control and manage the purchasing of goods.

The Intranet was established as a general portal for the MIS and supplier of information such as Umalusi policies and general documents. From the Intranet the workflows per unit are accessible and provide access to systems such as the submission system, staff and birthday list, budget reports, registered post system and management reporting system.

General support and assistance with software and other systems were provided to staff. Umalusi's website was maintained and updated regularly to provide relevant information to the public.

The organisation's needs for network and hardware support were met through the installation of the latest IT infrastructure and services to ensure that work is well-supported and information kept safely. IT processes and hardware / software were continually monitored and improved to meet changing requirements. In the past year the unit focused on improving support to the end-users through the implementation of a system for automated IT Systems Management and Network Management Software.

Ten years ago Umalusi had one server with 15 users connected for accessing their e-mail and the internet. The IT system has grown to the extent that we now have 23 servers in three different environments (Production, High

CORPORATE SERVICES
INFORMATION TECHNOLOGY (IT) | continued

Availability and Disaster Recovery), all using Windows Server 2008 R2 for 110 staff users to connect to. Of these users, 65 use laptop computers and the remainder desktop computers to execute their tasks.

The LAN is connected to the Wide Area Network in the State Information Technology Agency (SITA) through two dedicated Telkom data lines monitored on an on-going basis through SITA's Network Operations Centre (NOC).

A Room Alert Environmental Monitoring system in the server room monitors environmental factors (temperature, humidity, power, flood / water, smoke / fire, room entry and air flow). Warnings are sent via SMS and e-mail if any of the pre-set thresholds are reached.

Although we have a high availability environment in place as well as a disaster recovery environment, backups are stored off-site to ensure that the security of data is of the required standard.

The following software is used on the network:

- Pastel
- VIP HR Solution
- Assetware
- WSUS (Windows Software UpDate Solution)
- SQL 2008
- Exchange 2010
- Inveloper eApplication Platform
- Kaseya
- Idera
- Symantec Anti-Virus
- Symantec Backup Exec
- Websense
- Double Take

OUTCOME	KEY PERFORMANCE INDICATOR	TARGET (Date/quantity)	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
IT systems established, maintained and improved	MIS to support day-to-day operations of the organisation	The development and maintenance of the MIS managed and monitored by the MIS Steering Committee in accordance with a priority task list	70% of all requests registered and completed	Requests for ongoing development and/ or changes to the system exceed the available human capacity and therefore work is prioritised without negatively affecting organisational performance
	Website maintained and updated with latest information to be operational Design and development of new website	Website updated regularly New website developed and ready for implementation	100%	Successfully completed
	User support	User support was delivered to all service requests from staff members	100%	Successfully completed

CORPORATE SERVICES
INFORMATION TECHNOLOGY (IT) | continued

OUTCOME	KEY PERFORMANCE INDICATOR	TARGET (Date/quantity)	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Certification process effectively supported	Certification system functional for SC, NATED programmes, ABET, NCV and the (new) NSC maintained and ensured	Computerised system for the quality assurance of the 2011 NSC and NCV examination results during December 2011	100%	Successfully completed
	Verification processes computerised	A functional certification system for all the respective national examinations: March, April, June, August and November 2011 for NATED; ABET in October; and SC in June and November 2011	100%	Successfully completed
	Computerised system for the quality assurance of the standardisation, statistical moderation and results of the NSC and NCV examinations	Maintained and enhanced verification system. Implemented a system to programmatically verify qualifications	100%	Successfully completed
Adequate computer hardware and software in place to support operations	Adequate computer hardware and software in place and operations supported	Equipment procured, maintained and installed as required	100%	Successfully completed
		Software licenses acquired and are up-to-date	100%	Successfully completed
		SLA with designated providers was effectively managed to meet demands	100%	Successfully completed
		Network support was adequately provided	100%	Successfully completed
		Effective high availability and disaster recovery measures in place	100%	Successfully completed
		Operating system, application software and hardware upgraded on all Umalusi servers and desktop computers	100%	Successfully completed
		Installation of environment monitoring and alerting system for the server room	100%	Successfully completed
		Investigating possible implementation of a VPN solution through SITA	100%	Successfully completed

CORPORATE SERVICES
FINANCE AND ADMINISTRATION (F&A) | PROGRAMME: G

Top to bottom (L-R) Innocent Gumbochuma • Thinus Wessels • Tarina Pretorius • Simon Mosaka • Louisa Nomatye • Dakalo Mudau • Sibongile Mkhatshwa • Matlhodi Mathebula • Kgabo Mmola • Ebriem Fillis • Fhatuwani Ramuvhundu • Sam Gohla

This programme maintains a sound and credible finance and accounting system which is monitored by the Council's Audit Committee, EXCO and the Council.

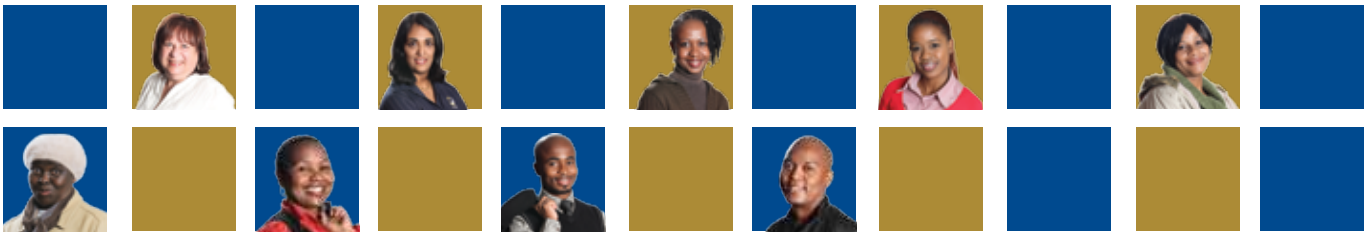
The finance function includes security, asset and facilities management. Over the past 10 years total revenue grew by an annual average of 25%, whereas total expenditure averaged 21%. Income from certification fees grew by more than 500% over the same period.

Accounting systems were enhanced over the 10-year period; a total of four accounting software packages are currently in use, compared to only one at Umalusi's inception. These are Pastel Partner, VIP Payroll, Caseware working papers and Asset Pro. Since its inception a decade ago, Umalusi has achieved a 100% record in receiving clean audits.

The organisation acquired its leased premises in 2008 and now owns these premises.

OUTCOME	KEY PERFORMANCE INDICATOR	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Finance and accounting systems maintained and improved	Accounting systems in line with PFMA maintained and improved	Policy implemented in terms of PFMA and various committees' requirements	100%	Internal and external audits met compliance requirements and improved systems All audit recommendations were effected
		90% of debt collected	100%	Successfully completed: 105% of debt was collected
		Investments wisely managed	100%	Surplus cash invested at Corporation for Public Deposits (CPD)
		Assets carefully managed	100%	All assets were labelled and registered in the asset register Asset counts and verifications were performed
Supply Chain Management system maintained and improved	Procure goods and services within policy regulations	Creditors paid within 30 days Organisation adequately resourced according to priorities	100% 100%	Creditors are paid well within 30 days of statement
Building and security systems maintained and improved	Alterations effected to accommodate organisational requirements	Alterations in accordance with action plan	100%	Alteration plans have been completed and approved Office space remodelling project commenced in March 2012 and is expected to be completed in August 2012
	Buildings and security systems managed against budget and management requirements	Preventative maintenance programme implemented	100%	Successfully completed

CORPORATE SERVICES: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT (HRM&D) | PROGRAMME: H



Top to bottom (L-R) Marie Botha • Shakuntla Khatri • Olga Matlala • Irene Thobejane • Pinkie Pule • Johanna Choba • Makoena Mokgadi • Philemon Letlape • Letseba Tosa

Umalusi has since 2001 built a substantial HR sub-unit that carries out the usual human resource functions as well as training and development.

A detailed policy manual for human resource management and development was developed in 2004 and reviewed annually subsequently.

In 2002 Umalusi began its work with 16 posts. Today, in 2012, the organisation has 98 posts and the vacancy rate for the past two years was 6%. The current fulltime workforce of Umalusi is comprised of 84 people engaged in the work of the National Operations Units and in Corporate Services.

The Employment Equity (EE) target is, in terms of Umalusi's five-year employment equity plan, submitted to the Department of Labour annually. Currently, the equity statuses are as follows: women employees, 57%, black employees, 84%, and white employees, 17%. The EE Committee meets four times a year.

The annual Human Resource Development and Training (HRD) Plan as well as a HRD Performance Report are submitted annually to the Education, Training and Development Practices (ETDP) Seta. Every employee is offered the opportunity to select training preferences and Umalusi provides group-based training or individual training. Umalusi also continues to provide financial study assistance to staff wishing to study at tertiary institutions, which includes undergraduate, post-graduate and PhD studies.

A salary review is conducted every two years to benchmark Umalusi's salaries against that of the market and salary adjustments are based on the outcome of such reviews. Job evaluations are also conducted every two years. The principle of job evaluation is to ensure that work of equal value is remunerated equally. Job evaluation is used to assist in achieving a cost-effective organisation, and to determine appropriate remuneration.

Since 2006 the HR Unit has implemented an Employees Health and Wellness Programme, which includes Wellness days three times a year and teambuilding once a year.

OUTCOME	KEY PERFORMANCE INDICATOR	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Human Resources managed and developed	All relevant HR policies in terms of labour legislation to ensure good labour practices implemented and maintained	HR policies reviewed and made available electronically Employment Equity Committee and the Remuneration and HR Committee (REMCOM) meet regularly	100%	Successfully completed
	Recruitment, selection, placement, termination	HR processes conducted to improve equity targets	100%	Successfully completed
	Negotiations and labour relations	Investigate grievances and complaints as required	100%	No grievances were lodged One disciplinary hearing successfully concluded

OUTCOME	KEY PERFORMANCE INDICATOR	TARGET	PERFORMANCE RESULTS	
			% Achieved	Motivation / Comment
Staff development processes in place	Performance management processes managed	Staff performance managed and evaluated by 31 March 2012	100%	Successfully completed
	Training plan developed and implemented	Skills requirements identified and training plan in place by 1 April 2011 Induction conducted twice annually Training conducted, arranged and co-ordinated as per approved training plan for 2011/12	100%	Successfully completed
	Workplace skills plan / report submitted	WSP submitted to ETDP SETA by 30 June 2011	100%	Successfully completed
	Employee Wellness programme implemented	3 Wellness days conducted	100%	Successfully completed
	Occupational Health and Safety co-ordinated	Occupational Health and Safety Committee established and policy developed	100%	Successfully completed
General services provided	Reception services and telephone links maintained and improved	Daily services	100%	Successfully completed
	Provision of daily cleaning services	Daily services	100%	Successfully completed
Document Management System	Document Management System and Registry established	Document Management System and Registry established and maintained	100%	Successfully completed

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR | 31 MARCH 2012

CONTENTS

The reports and statements set out below comprise the annual financial statements presented to the Council:

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The following supplementary information does not form part of the annual financial statements and is unaudited:

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COUNCIL'S RESPONSIBILITIES AND APPROVAL

The Council is required by the Public Finance Management Act (Act 1 of 1999), to maintain adequate accounting records and is responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is the responsibility of the Council to ensure that the annual financial statements fairly present the state of affairs of the entity as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors were engaged to express an independent opinion on the annual financial statements and were given unrestricted access to all financial records and related data.

The annual financial statements have been prepared in accordance with South African Standards of Generally Recognised Accounting Practice (GRAP) and South African Statements of Generally Accepted Accounting Practice(GAAP) where a relevant statement of GRAP is not yet issued.

The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Council acknowledges that it is ultimately responsible for the system of internal financial control established by the entity and places considerable importance on maintaining a strong control environment. To enable the Council to meet these responsibilities, the Council sets standards for internal control aimed at reducing the risk of error or deficit in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the entity and all employees are required to maintain the highest ethical standards in ensuring the entity's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the entity is on identifying, assessing, managing and monitoring all known forms of risk across the entity. While operating risk cannot be fully eliminated, the entity endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Council is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The Council has reviewed the entity's cash flow forecast for the year to 31 March 2013 and, in the light of this review and the current financial position, it is satisfied that the entity has or has access to adequate resources to continue in operational existence for the foreseeable future.

Although the Council is primarily responsible for the financial affairs of the entity, it is supported by the entity's Internal Auditors.

The External Auditors are responsible for independently reviewing and reporting on the entity's annual financial statements. The annual financial statements have been examined by the entity's External Auditors and their report is presented on page 43 to 44.

The annual financial statements set out on pages 47 to 63, which have been prepared on the going concern basis, were approved by Council on 3 July 2012 and signed on their behalf by:

Professor SG Mabizela
Chairperson: Umalusi Council

REPORT OF THE AUDIT COMMITTEE

The Audit Committee is pleased to present its report for the financial year ended 31 March 2012.

Audit committee responsibility

We report that we adopted appropriate formal terms of reference in our charter in line with the requirements of section 55(1)a of the PFMA and Treasury Regulation 27.1. We further report that we have conducted our affairs in compliance with this charter.

The effectiveness of Internal Control

The system of internal controls applied by Umalusi over financial and risk management is effective, efficient and transparent. In line with the PFMA and the King III Report on Corporate Governance requirements, Internal Audit provides the Audit Committee and Management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. From the various reports of the Internal Auditors, the Audit Report on the annual financial statements, and the management letter of the External Auditor, NEXIA SAB&T, it was noted that no matters were reported that indicate any material deficiencies in the system of internal control or any deviations therefrom. Accordingly, we can report that the system of internal control over financial reporting for the period under review was efficient and effective as was that of the quality of in-year management and monthly and quarterly reports submitted in terms of the PFMA.

We are satisfied with the content and quality of the reports prepared and issued by the auditors of the entity during the year under review.

Evaluation of annual financial statements

We have:

- reviewed and discussed the audited annual financial statements to be included in the annual report, with the approved External Auditor, NEXIA SAB&T;
- reviewed the management letter and management's response thereto;
- reviewed changes in accounting policies and practices;
- reviewed the entity's compliance with legal and regulatory provisions;
- reviewed significant adjustments resulting from the audit.

We concur with and accept the Auditor's report of the annual financial statements, and are of the opinion that the audited annual financial statements should be accepted and read together with the report of the Auditors, NEXIA SAB&T.

Internal audit

We are satisfied that the internal audit function is operating effectively and that it has addressed the risks pertinent to the entity and its audits.

External audit

We have met with the External Auditor to ensure that there are no unresolved issues.

Ms T.Fubu
Chairperson: Audit Committee

REPORT OF THE INDEPENDENT AUDITORS TO THE COUNCIL

To The Accounting Authority

Introduction

We have audited the financial statements of Umalusi (Council for Quality Assurance in General and Further Education and Training) set out on pages 47 to 63, which comprise the statement of financial position as at 31 March 2012, the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information, and the accounting authority's report.

Accounting Authority's responsibility for the financial statements

The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards on Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the Public Audit Act of South Africa, the General Notice issued in terms thereof and International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Umalusi (Council for Quality Assurance in General and Further Education and Training) as at 31 March 2012, and its financial performance and cash flows for the year then ended in accordance with South African Standards of Generally Recognised Accounting Practice and the requirements of the Public Finance Management Act of South Africa.

Report on other legal and regulatory requirements

PAA REQUIREMENTS

In accordance with the Public Audit Act(PAA) and the General Notice issued in terms thereof, we report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

We performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages 19 to 39 of the Annual Report.

The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the National Treasury Framework for managing programme performance information. The reliability of the information in respect of the selected programmes is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).
The findings are as follows:

Usefulness of information

Treasury Regulation 30.1.3(g) requires that the strategic plan should form the basis for the Annual Report, therefore requiring the consistency of targets between planning and reporting documents. A total of more than 20% of the reported indicators and targets from the selected material programmes are not consistent with the indicators and targets as per the approved strategic plan.

Internal control

We considered internal control relevant to our audit of the financial statements, annual performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the deficiencies that resulted in the findings on the annual performance report and the findings on compliance with laws and regulations included in this report.

Leadership

The public entity did not have sufficient monitoring controls to ensure the proper implementation of the overall process of reporting on performance information.

Performance management

Actions were not adequately taken to address risks relating to the achievement of complete and accurate performance reporting.

Nexia SAB&T

NEXIA SAB&T
Registered Auditors
Per: Aneel Darmalingam
Centurion
26 June 2012

REPORT OF THE COUNCIL

The Council submits its report for the year ended 31 March 2012.

1. Incorporation

Umalusi is listed as a national public entity in terms of schedule 3A of the Public Finance Management Act of 1999, as amended. Umalusi was established in accordance with the General and Further Education and Training Quality Assurance Act of 2001.

2. Review of activities

Main business and operations

Umalusi, Council for Quality Assurance in General and Further Education and Training, is the quality assurer in general and further education and training, of the National Qualifications Framework (NQF). The Council ensures that continuous enhancement of quality is achieved in the delivery and outcomes of the general and further education and training sectors of the national education system.

The operating results and state of affairs of Umalusi are fully set out in the attached annual financial statements and do not in our opinion require any further comment.

Net surplus of the entity for the year was R17 940 634 (2011: deficit R3 680 484).

3. Subsequent events

The Council is not aware of any matter or circumstance which has arisen between the end of the financial year and the date of approval of the financial statements.

4. Internal controls

In accordance with the PFMA, Council is accountable for internal control. The Council has the responsibility for maintaining a sound system of internal control that supports achievement of Umalusi's objectives and reviews its effectiveness.

5. Losses through fraud, fruitless and wasteful expenditure and irregular expenditure

The Council has considered the PFMA provisions relating to fruitless and wasteful expenditure. In terms of the materiality framework as agreed with the Executive Authority and Section 55(1) (d) of the PFMA, any material losses due to criminal conduct or irregular or fruitless and wasteful expenditure must be reported in the annual financial statements. No losses were incurred during the period under review.

6. Council

The Council members of Umalusi during the year and to the date of this report are as follows:

Professor SG Mabizela (Chairperson)
Ms AP Bird
Mr A Essop
Ms F Dada
Professor M Fourie-Malherbe
Mr SBA Isaacs
Professor ND Kgwadi
Mr A Mocke
Professor R Moletsane
Mr E Mosuwe
Mr CS Ndaba
Dr RA Patel
Dr MS Rakometsi (CEO)
Professor D Singh
Dr ZC Sosibo
Ms P Vinjevold
Professor DM Zinn

There were no new appointments or resignations during the year.

7. Council and Executive Management emoluments

Council

Non-Executive Members	Total Fees 2012	Total Fees 2011
Dr SG Mabizela	37,354	52,102
Professor ND Kgwadi	58,954	29,538
Dr MA Makhafola	-	7,266
Mrs L Mlanjana	-	6,427
Mr A Mocke	197	
Ms J Naidoo	-	4,692
Professor R Moletsane	469	-
Dr ZC Sosibo	2,732	2,628
Dr PJN Steyn	-	14,776
Professor JD Volmink	-	21,518
	99,706	**138,947**

Executive Management	Salary	Performance & other related payments	Retirement fund contributions	Medical contributions	Total package 2012	Total package 2011
Dr MS Rakometsi	1,475,239	60,359	112,892	-	1,648,490	1,584,090
Mrs E Rabe	929,037	56,976	71,043	-	1,057,056	1 088,625
Mr JR Thomas	916,742	56,976	71,043	12,168	1,056,929	997,214
Mr VD Naidoo	661,845	81,088	54,409	12,168	809,510	742,569
Dr JP Blom*	-	-	-	-	-	781,662
Mrs EM Burroughs	654,532	78,708	52,812	-	786,052	714,891
Mr E Sibanda	644,667	56,681	52,031	-	753,379	710,941
Mr M Khuboni	807,652	34,774	50,576	-	893,002	500,452
Mr CJ Makaleng**	576,579	63,623	46,541	-	686,743	
	6,666,293	**489,185**	**511,347**	**24,336**	**7,691,161**	**7,120,444**

* Resigned 31 March 2011
** Appointed 01 July 2011

8. Secretary

The Secretary of the entity is Mr EP du Plooy of:

Business address

37 General van Reyneveld Street
Persequor TechnoPark
Pretoria, 0121

Postal address

Postnet Suite 102
Private Bag X1
Queenswood
Pretoria, 0121

9. Auditors

NEXIA SAB&T will continue in office for the next financial period in accordance with section 25(2) of the Public Audit Act.

STATEMENT OF FINANCIAL POSITION

Figures in Rand	Note(s)	2012	2011
Assets			
Current Assets			
Trade and other receivables	3	21,373,260	5,674,759
Cash and cash equivalents	4	27,446,983	23,458,892
		48,820,243	**29,133,651**
Non-current assets			
Property, plant and equipment	5	21,158,744	13,639,755
Intangible assets	6	243,518	320,204
		21,402,262	**13,959,959**
Total Assets		**70,222,505**	**43,093,610**
Liabilities			
Current Liabilities			
Trade and other payables	7	8,605,292	7,613,653
Total Liabilities		**8,605,292**	**7,613,653**
Net Assets		**61,617,213**	**35,479,957**
Net Assets			
Reserves			
Revaluation reserve		8,196,622	-
Accumulated surplus		53,420,591	35,479,957
Total Net Assets		**61,617,213**	**35,479,957**

STATEMENT OF FINANCIAL PERFORMANCE

Figures in Rand	Note(s)	2012	2011
Revenue	9	71,993,289	39,893,455
Other revenue	10	19,493,299	17,907,291
Operating expenses		(75,279,084)	(63,145,238)
Operating surplus/(deficit)	19	**16,207,504**	**(5,344,492)**
Investment revenue	12	1,733,130	1,664,008
Surplus/(deficit) of the year		**17,940,634**	**(3,680,484)**

STATEMENT OF CHANGES IN NET ASSETS

Figures in Rand	Revaluation Reserve	Accumulated surplus	Total net assets
Balance at 01 April 2010	-	**39,160,441**	**39,160,441**
Changes in net assets			
Deficit for the year	-	(3,680,484)	(3,680,484)
Total changes	-	(3,680,484)	(3,680,484)
Balance at 01 April 2011	**-**	**35,479,957**	**35,479,957**
Changes in net assets			
Revaluation of land and buildings	8,196,622	-	8,196,622
Surplus for the year		17,940,634	17,940,634
Total changes	8,196,622	17,940,634	26,137,256
Balance at 31 March 2012	**8,196,622**	**53,420,591**	**61,617,213**

CASH FLOW STATEMENT

Figures in Rand	Note(s)	2012	2011
Cash flows from operating activities			
Receipts			
Cash receipts from customers		57,387,808	39,670,797
Grant		18,391,000	17,350,000
Interest income		1,733,130	1,664,008
		77,511,938	58,684,805
Payments			
Cash paid to suppliers and employees		(72,574,435)	(59,699,915)
Net cash flows from/(in) operating activities	15	**4,937,503**	**(1,015,110)**
Cash flows from investing activities			
Purchase of property, plant and equipment	5	(795,022)	(987,219)
Purchase of intangible assets	6	(154,390)	(306,953)
Net cash flows in investing activities			
Net cash flows in from investing activities		**(949,412)**	**(1,294,172)**
Net increase/(decrease) in cash and cash equivalents		**3,988,091**	**(2,309,282)**
Cash and cash equivalents at the beginning of the year		23,458,892	25,768,174
Cash and cash equivalents at the end of the year	4	**27,446,983**	**23,458,892**

ACCOUNTING POLICIES

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention except for the cashflow statement which is prepared on a cash basis and land and buildings which is measured according to fair value and unless specified otherwise. They are presented in South African Rand.

A summary of the significant accounting policies, which have been consistently applied, are disclosed below.

These accounting policies are consistent with the previous period,unless specified otherwise.

1.1 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements.

1.2 Property, plant and equipment

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired at no cost, or for a nominal cost, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, its deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

1.2 Property, plant and equipment (continued)

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their estimated residual value. Land is not depreciated.

Land and buildings is carried at revalued amount, being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are made with sufficient regularity such that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

Any increase in an asset's carrying amount, as a result of a revaluation, is credited directly to a revaluation surplus. The increase is recognised in surplus or deficit to the extent that it reverses a revaluation decrease of the same asset previously recognised in surplus or deficit.

Any decrease in an asset's carrying amount, as a result of a revaluation, is recognised in surplus or deficit in the current period. The decrease is debited in revaluation surplus to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Average useful life
Land	Indefinite
Buildings	20 years
Plant and equipment	5 years
Furniture and fixtures	4 - 6 years
Office equipment	5 years
Computer equipment	3 years
Leasehold improvements	Period of lease
Other fixed assets	5 years
Communication equipment	5 years

The residual value, and the useful life and depreciation method of each asset are reviewed at the end of each reporting date. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.3 Intangible assets

An asset is identified as an intangible asset when it:

- is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, assets or liability; or

- arises from contractual rights or other legal rights, regardless whether those rights are transferable or separate from the entity or from other rights and obligations.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

Intangible assets are initially recognised at cost.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses. Amortisation is provided on a straight line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	**Useful life**
Computer software	2 years

1.4 Financial instruments

Trade and other Receivables

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in surplus or deficit when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 90 days overdue) are considered indicators that the trade receivable is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the deficit is recognised in surplus or deficit within operating expenses. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in surplus or deficit.

Trade and other Payables

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

1.5 Impairment of cash-generating assets

Cash-generating assets are those assets held by the entity with the primary objective of generating a commercial return. When an asset is deployed in a manner consistent with that adopted by a profit-orientated entity, it generates a commercial return.

1.5 Impairment of cash-generating assets (continued)

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets held with the primary objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

Useful life is either:

(a) the period of time over which an asset is expected to be used by the entity; or
(b) the number of production or similar units expected to be obtained from the asset by the entity.

1.6 Provisions and contingencies

Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date. Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation. The discount rate is a pretax rate that reflects current market assessments of the time value of money and the risks specific to the liability. Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation. Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense. A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating deficits. If an entity has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

Contigent assets and contigent liabilities are not recognised.

1.7 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.8 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

1.9 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the public entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity;
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

1.9 Revenue from exchange transactions (continued)

When services are performed by an indeterminate number of acts over a specified time frame, revenue is recognised on a straight line basis over the specified time frame unless there is evidence that some other method better represents the stage of completion. When a specific act is much more significant than any other acts, the recognition of revenue is postponed until the significant act is executed.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

Service revenue is recognised by reference to the stage of completion of the transaction at the reporting date. Stage of completion is determined by surveys of work performed.

1.10 Revenue from non-exchange transactions

Non-exchange transactions are defined as transactions where the entity receives value from another entity without directly giving approximately equal value in exchange.

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Government grants

Government grants are recognised as revenue when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity;
- the amount of the revenue can be measured reliably; and
- to the extent that there has been compliance with any restrictions associated with the grant.

The entity assesses the degree of certainty attached to the flow of future economic benefits or service potential on the basis of the available evidence. Certain grants payable by one level of government to another are subject to the availability of funds. Revenue from these grants is only recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the entity. An announcement at the beginning of a financial year that grants may be available for qualifying entities in accordance with an agreed programme may not be sufficient evidence of the probability of the flow. Revenue is then only recognised once evidence of the probability of the flow becomes available.

Restrictions on government grants may result in such revenue being recognised on a time proportion basis. Where there is no restriction on the period, such revenue is recognised on receipt or when the Act becomes effective, whichever is earlier.

When government remit grants on a re-imbursement basis, revenue is recognised when the qualifying expense has been incurred and to the extent that any other restrictions have been complied with.

1.11 Investment income

Investment revenue is recognised on a time-proportion basis using the effective interest method.

1.12 Comparative figures

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

1.13 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.14 Budget information

The annual financial statements and the budget are not on the same basis of accounting therefore a reconciliation between the statement of financial performance and the budget have been included in the annual financial statements. Refer to note 20.

2. New standards and interpretations

2.1 Standards and interpretations effective and adopted in the current year

In the current year, the entity has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

	Effective date: Years beginning on or after	Expected impact:
• GRAP 1 (as revised 2010): Presentation of Financial Statements	01 April 2011	Not material
• GRAP 2 (as revised 2010): Cash Flow Statements	01 April 2011	Not material
• GRAP 3 (as revised 2010): Accounting policies, Changes in Accounting Estimates and Errors	01 April 2011	Not material
• GRAP 9 (as revised 2010): Revenue from Exchange Transactions	01 April 2011	Not material
• GRAP 13 (as revised 2010): Leases	01 April 2011	Not material
• GRAP 14 (as revised 2010): Events After the Reporting Date	01 April 2011	Not material
• GRAP 17 (as revised 2010): Property, Plant and Equipment	01 April 2011	Not material
• GRAP 19 (as revised 2010): Provisions, Contingent Liabilities and Contingent Assets	01 April 2011	Not material

2.2 Standards and interpretations issued, but not yet effective

The entity has not applied the following standards and interpretations, which have been published and are mandatory for the entity's accounting periods beginning on or after 01 April 2012 or later periods:

• GRAP 23: Revenue from Non-exchange Transactions	01 April 2012	Not material
• GRAP 21: Impairment of non-cash-generating assets	01 April 2012	Not material
• GRAP 26: Impairment of cash-generating assets	01 April 2012	Not material
• GRAP 25: Employee benefits	01 April 2013	Not material
• GRAP 104: Financial Instruments	01 April 2012	Not material
• GRAP 20: Related parties	01 April 2013	Not material

Figures in Rand	2012	2011

3. Trade and other receivables

Trade receivables	21,372,740	5,674,239
Deposits	520	520
	21,373,260	**5,674,759**

The bulk of the receivables are owed by Government departments (refer to note 18) and their recoverability is certain.

Trade Receivables Analysis

Current	19,380,039	1,800,451
Past due 31-60 days	730,922	235,152
Past due 61-90 days	192,096	1,452,935
Past due 91-120 days	85,572	995,155
Past due >120 days	1,941,144	1,757,354
Total	22,329,773	6,241,047

Reconciliation of provision for impairment of trade and other receivables

Opening Balance	566,808	400,664
Provision for Impairment	390,225	166,144
	957,033	**566,808**

4. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	448	2,000
Bank balances	1,102,127	1,343,403
Short-term deposits	26,344,408	22,113,489
	27,446,983	**23,458,892**

Credit quality of cash at bank and short term deposits, excluding cash on hand

The credit quality of cash at bank and short term deposits, excluding cash on hand, that are neither past due nor impaired can be assessed by reference to external credit ratings.

Credit rating

AAA	27,446,535	23,456,892

5. Property, plant and equipment

	2012			2011		
Figures in Rand	Cost/ revalued	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Land	5,850,000	-	5,850,000	3,118,432	-	3,118,432
Buildings	13,650,000	-	13,650,000	10,442,627	(1,792,641)	8,649,986
Plant and equipment	491,749	(334,496)	157,253	491,749	(235,876)	255,873
Furniture and fixtures	1,328,494	(1,188,842)	139,652	1,313,289	(1,106,749)	206,540
Office equipment	714,511	(520,825)	193,686	671,354	(435,420)	235,934
Computer equipment	4,572,810	(3,471,464)	1,101,346	3,896,621	(2,821,294)	1,075,327
Leasehold improvements	221,617	(221,617)	-	221,617	(221,617)	-
Other fixed assets	311,239	(244,432)	66,807	311,239	(213,576)	97,663
Total	**27,140,420**	**(5,981,676)**	**21,158,744**	**20,466,928**	**(6,827,173)**	**13,639,755**

Reconciliation of property, plant and equipment - 2012

Figures in Rand	Opening balance	Additions	Revaluations	Depreciation	Total
Land	3,118,432	-	2,731,568	-	5,850,000
Buildings	8,649,986	60,470	5,465,054	(525,510)	13,650,000
Plant and equipment	255,873	-	-	(98,620)	157,253
Furniture and fixtures	206,540	15,205	-	(82,093)	139,652
Office equipment	235,934	43,158	-	(85,406)	193,686
Computer equipment	1,075,327	676,189	-	(650,170)	1,101,346
Other fixed assets	97,663	-	-	(30,856)	66,807
Total	**13,639,755**	**795,022**	**8,196,622**	**(1,472,655)**	**(21,158,744)**

Reconciliation of property, plant and equipment - 2011

Figures in Rand	Opening balance	Additions	Depreciation	Total
Land	3 118 432	-	-	3 118 432
Buildings	9 172 118	-	(522 132)	8 649 986
Plant and equipment	354 223	-	(98 350	255 873
Furniture and fixtures	305 774	7 546	(106 780)	206 540
Office equipment	252 356	67 555	(83 977)	235 934
Computer equipment	701 432	912 118	(538 223)	1 075 327
Other fixed assets	132 793	-	(35 130)	97 663
Total	**14 037 128**	**987 219**	**(1 384 592)**	**13 639 755**

5. Property, plant and equipment (continued)

Revaluations

During the year, the entity changed its accounting policy to recognise Land and Buildings according to the Revaluation Model instead of the Cost Model.

The effective date of the revaluations was 31 March 2012. Revaluations were performed by independent valuer, Mr RH Roper [BCom. FRICS MIV (SA) MIEASA Valuer], of The Property Partnership.The Property Partnership is not connected to Umalusi.

Land and buildings are re-valued independently every 4 years.

The valuation was performed using the net replacement approach to determine the fair value, and the market value of the original unimproved vacant land valuated by the Municipality was applied as reference.

The land and building acquired on 26 July 2007 are described as portion 2 of Erf. 2 Persequor Township, Gauteng Province, measuring 5 721 square metres with office building thereon. The premises are owner occupied.

6. Intangible assets

	2012			2011		
Figures in Rand	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
Computer software	1,787,454	(1,543,936)	243,518	1,633,064	(1,312,860)	320,204

Reconciliation of intangible assets - 2012

Figures in Rand	Opening Balance	Additions	Amortisation	Total
Computer software	320,204	154,390	(231,076)	243,518

Reconciliation of intangible assets - 2011

Figures in Rand	Opening Balance	Additions	Amortisation	Total
Computer software	72,102	306,953	(58,851)	320,204

7. Trade and other payables

Figures in Rand	2012	2011
Trade payables	2,162,351	2,281,167
Amounts received in advance	-	1,100,000
Other accrued expenses	2,056,954	1,574,131
Sundry creditors	4,385,987	2,658,355
	8,605,292	**7,613,653**

Included under sundry creditors is leave pay provision amounting to R 3,654 251.

8. Employee Benefit Obligations

Defined benefit plan

All employees of the entity are members of the Associated Institutions Pension Fund, a defined benefit pension fund. Any surplus or deficit based on the difference between the benefits due to employees in accordance with the actuarial valuation and the fund assets is borne directly by the South African Government. The contributions to the retirement benefits are included in staff costs.

9. Revenue

Figures in Rand	2012	2011
Accreditation fees	1,841,624	1,615,685
Certification fees	64,220,564	34,556,960
Verification fees	5,931,101	3,720,810
	71,993,289	**39,893,455**
The amount included in revenue arising from exchanges of goods or services are as follows:		
Accreditation fees	1,841,624	1,615,685
Certification fees	64,220,564	34,556,960
Verification fees	5,931,101	3,720,810
	71,993,289	**39,893,455**

10. Other revenue

Figures in Rand	2012	2011
Non-Exchange Revenue		
Grant: Department of Basic Education	18,391,000	17,350,000
Exchange Revenue		
Sundry Revenue	1,102,299	557,291
	19,493,299	**17,907,291**

11. Employee related costs

Figures in Rand	2012	2011
Basic salary	32,051,702	28,316,886
Skills development levy	278,946	243,503
Leave pay provision charge	1,877,402	251,119
	34,208,050	**28,811,508**

12. Investment revenue

Figures in Rand	2012	2011
Interest revenue		
Bank deposit	1,733,130	1,664,008

13. Taxation

The entity has obtained approval for exemption from Income Tax in terms of Section 10 (1)(cA)(i)(bb) of the Income Tax Act.

14. Auditors' remuneration

Figures in Rand	2012	2011
External audit fees	234,927	224,352
Internal audit fees	230,890	196,080
	465,817	**420,432**

15. Cash generated from (used in) operations

Figures in Rand	2012	2011
Surplus/(deficit)	17,940,634	(3,680,484)
Adjustments for:		
Depreciation and amortisation	1,703,732	1,443,442
Impairment provision movement	390,225	166,144
Changes in working capital:		
Trade and other receivables	(16,088,726)	(946,093)
Trade and other payables	991,638	2,001,881
	4,937,503	**(1,015,110)**

16. Commitments

Figures in Rand	2012	2011
Authorised capital expenditure		
Already contracted for		
• Property, plant and equipment	6,200,000	-
Not yet contracted for and authorised by members		
• Property, plant and equipment	-	6,000,000

The entry did not have any capital expenditure commitments as at the reporting date

Operating leases - as lessee (expense)

Minimum lease payments due - office equipment		
- within one year	176,520	4,734
- in second to fifth year inclusive	264,779	-
	441,299	**4,734**

17. Related parties

Relationships	
Affiliated Companies by Government	SITA
	Telkom
Responsible Ministry	Department of Basic Education
Associated Institution	Associated Institutions Pension Fund
	Higher Education South Africa
Executive management	

Related party transactions

Figures in Rand	2012	2011
SITA	2,905,827	2,733,663
Telkom	193,265	412,493
Department of Basic Education	18,391,000	17,350,000
Associated Institutions Pension Fund	3,249,280	2,776,287
Higher Education South Africa	-	50,000
Executive management (refer to Council report on page 8)	7,691,161	7,120,444

18. Risk management

Liquidity risk

The entity's risk to liquidity is a result of the funds available to cover future commitments. The entity manages liquidity risk through an ongoing review of future commitments and credit facilities.

The table below analyses the entity's financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

At 31 March 2011	Less than 1year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
Trade and other payables	8,605,292	-	-	-

	Less than 1year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
At 31 March 2011				
Trade and other payables	6,513,653	-	-	-

18. Risk management (continued)
Credit risk

Financial assets, which potentially subject Umalusi to the risk of non-performance by counter-parties and thereby subject the organisation to concentrations of credit risk, consist mainly of cash and cash equivalents, and accounts receivable.

The entity limits its treasury counter-party exposure by only dealing with well-established financial institutions with high credit ratings assigned by international credit-rating agencies. The entity does not expect any treasury counter-parties to fail to meet their obligations, given their high credit rating.

Credit risk with respect to accounts receivable is limited as major customers are government departments and local authorities. Trade receivables have been adequately assessed for impairment.

Financial assets exposed to credit risk at year end were as follows:

Figures in Rand	2012	2011
Government - Provincial Departments	19,375,870	3,154,887
Further Education & Training Colleges	1,773,329	1,304,102
Schools and other providers	1,180,574	1,182,658
Cash and cash equivalents	27,446,535	23,456,892

19. Operating surplus/(deficit)

Operating surplus/(deficit) for the year is situated after accounting for the following:

Operating lease charges		
Equipment		
• Contactual amounts	114,539	64,434,
Impairment provision on trade and other receivables	390,225	166,144
Depreciation on property, plant and equipment	1,703,732	1,443,442
Employee costs	34,208,05	28,811,508
Research and development	23,545	126,890

20. Reconciliation between budget and statement of financial performance

Reconciliation of budget surplus/(deficit) with the surplus/(deficit) in the statement of financial performance:

Net surplus/(deficit) per the statement of financial performance	17,940,634	(3,680,484)
Adjusted for:		
Revenue higher than budget	(14,358,318)	(9,396,546)
Expenses higher (lower) than budget	(4,222,637)	13,398,358
Capex in budget	1,063,411)	1,281,476
	1,703,732	(1,602,804)
Net surplus per approved budget	-	-

Revenue was higher than budget due to certification requested in March 2012 whereas previously it was in June. The organisation was frugal in its expenditure which resulted in some savings.

21. World Cup Expenditure

Bafana Bafana Soccer T-shirts	-	82,688

DETAILED STATEMENT OF FINANCIAL PERFORMANCE

Figures in Rand	Note(s)	2012	2011
Revenue			
Accreditation fees		1,841,624	1,615,685
Certification fees		64,220,564	34,556,960
Verification fees		5,931,101	3,720,810
	9	**71,993,289**	**39,893,455**
Other Revenue			
Grant: Department of Basic Education		18,391,000	17,350,000
Sundry revenue		1,102,299	557,291
Interest received	12	1,733,130	1,664,008
		21,226,429	**19,571,299**
Expenses (Refer to page 65)		**(75,279,084)**	**(63,145,238)**
Surplus (deficit) for the year		**17,940,634**	**(3,680,484)**

The supplementary information presented does not form part of the annual financial statements and is unaudited.

DETAILED STATEMENT OF FINANCIAL PERFORMANCE

Figures in Rand	Note(s)	2012	2011
Operating expenses			
Advertising		(146,398)	(133,518)
Audit Committee expenses		(13,895)	(11,662)
Auditors' remuneration	14	(465 817)	(420,432)
Bank charges	(a)	(80,885)	(47,802)
Certification expenses		(2,839,632)	(4,251,299)
Cleaning		(207,436)	(179,832)
Computer expenses		(1,596,479)	(1,536,488)
Conference and workshops	(b)	(1,637,424)	(486,887)
Consulting and professional fees		(4,260,052)	(2,674,688)
Council related expenses	(c)	(29,531)	(94,703)
Depreciation, amortisation and impairments		(2,093,957)	(1,609,586)
Electricity		(394,285)	(297,890)
Employee costs		(34,208,050)	(28,811,508)
General expenses		(120,909)	(81,745)
Insurance		(119,954)	(112,184)
Lease rentals on operating lease	(d)	(114,539)	(64,434)
Legal expenses		(184,008)	(165,317)
Levies		(160,070)	(154,909)
Meeting expenses		(1,212,113)	(863,260)
Membership fees		(17,692)	(27,461)
Moderator and verifier costs		(12,470,923)	(10,752,434)
Postage		(141,063)	(127,349)
Printing and stationery		(1,375,170)	(1,391,151)
Promotions		(432,045)	(436,033)
Repairs and maintenance		(293,542)	(274,101)
Research related costs	(e)	(23,545)	(126,890)
Security		(347,350)	(230,653)
Staff welfare and refreshments		(165,683)	(243,453)
Subscriptions	(f)	(32,549)	(1,200)
Telephone and fax		(634,334)	(412,293)
Training		(397,933)	(389,132)
Travel and accommodation - local		(8,662,043)	(6,520,159)
Travel and accommodation - overseas	(g)	(399,778)	(214,785)
		(75,279,084)	(63,145,238)

ADDITIONAL NOTES REGRADING OPERATIONAL EXPENSES

(YEAR ON YEAR)

a) Bank charges increased by 69% due to the increased volume of transactions during the year.

b) Conference and workshop expenses increased by 236% as a result of the hosting of the 2012 Umalusi Conference in May 2012 and the bulk of the expenses were incurred in the current year as budgeted.

c) Council-related expenses decreased by 68% because the majority of the new Council members work for Government departments or Government-related institutions and are not paid an honorarium.

d) Lease rental expenses increased by 78% as a result of the new lease agreement entered into and the number of leased photocopiers increased from 8 to 14 during the year.

e) Research-related expenses decreased by 81% as the appointment of Research Forum members took place in the previous year.

f) Subscription expenses increased by 2600% as Umalusi increased the number of subscribed international journals for research and learning purposes.

g) Overseas travel and accommodation expenses increased by 86% as the number of staff attending international conferences and workshops increased. The expenses include airfares and accommodation. Overseas travel expenses are any travel outside of the borders of South Africa.

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR | 31 MARCH 2012

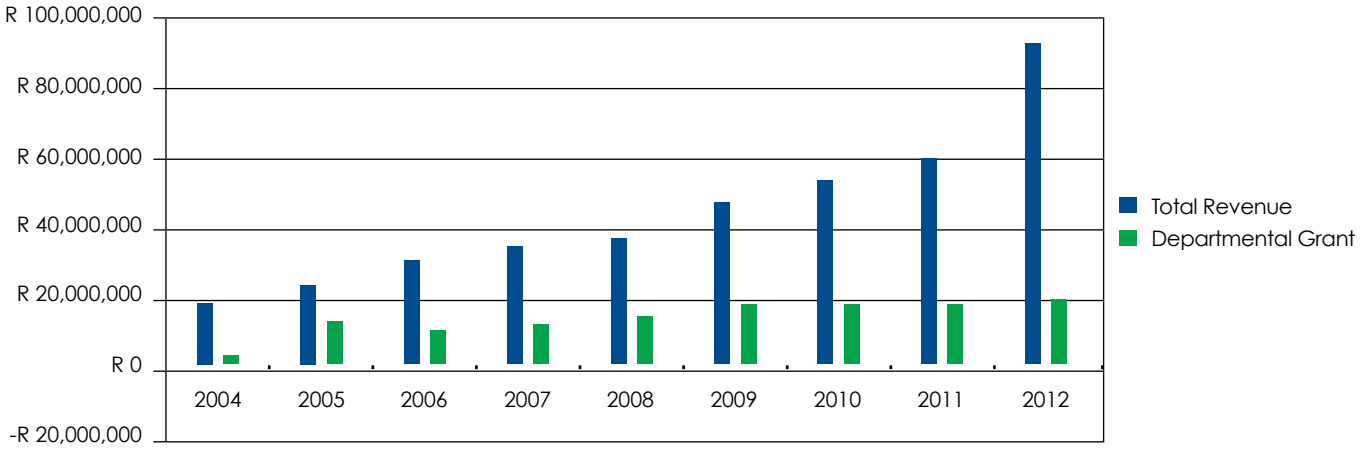
FINANCE YEAR ON YEAR STATISTICS

FINANCE YEAR ON YEAR STATISTICS

FINANCE YEAR ON YEAR STATISTICS 2004 - 2007				
	2004	**2005**	**2006**	**2007**
Total Revenue	R 18,076,902	R 23,547,626	R 28,603,979	R 32,972,345
Total Income Year On Year Increase		30%	21%	15%
Total Expenditure	R 15,705,633	R 18,391,033	R 21,329,502	R 28,024,527
Total Year on Year Expenditure		17%	16%	31%
Surplus /(Deficit)	R 2,371,269	R 5,156,593	R 7,274,477	R 4,947,823
Departmental Grant	R 3,050,000	R 12,869,000	R 7,690,000	R 10,286,000
% YOY Increase/Decrease		322%	-40%	34%
Revenue Streams				
Accreditation Fees	R 317,564	R 275,628	R483,284	R 622,553
Certification Fees	R 10,021,632	R6,233,693	R16,510,584	R16,986,851
Verification Fees	R 335,242	R 661,969	R 1,437,951	R 2,579,780
Interest Received	R 1,058,498	R 936,169	R 1,307,700	R 1,726,545
USAID Funding	R 3,236,130	R 2,515,211	R 595,375	R 0
Departmental Grant	R 3,050,000	R 12,869,000	R 7,690,000	R 10,286,000
Other	R 57,836	R 55,956	R 579,085	R 770,616
Total	R 18,076,902	R 23,547,626	R 28,603,979	R 32,972,345
Accreditation Fees YOY increase / decrease		-13%	75%	29%
Certification Fees YOY increase / decrease		-38%	165%	3%
Verification Fees YOY increase / decrease		97%	117%	79%

FINANCE YEAR ON YEAR STATISTICS

FINANCE YEAR ON YEAR STATISTICS 2008 - 2012					
2008	**2009**	**2010**	**2011**	**2012**	
R 36,013,566	R 46,434,368	R 52,442,731	R 59,467,754	R 93,219,718	**Total Revenue**
9%	29%	13%	13%	57%	Total Income Year On Year Increase
R 30,887,357	R 41,378,380	R 51,155,142	R 63,145,238	R 75,279,9084	**Total Expenditure**
10%	34%	24%	23%	19%	Total Year on Year Expenditure
R 5,126,209	R 5,055,988	R 51,435	(R 3,680,484)	R 17,940,634	**Surplus /(Deficit)**
R 12,652,000	R 16,044,000	R 16,494,000	R 17,350,000	R 18,391,000	**Departmental Grant**
23%	27%	3%	5%	6%	% YOY Increase/Decrease
					Revenue Streams
R 1,852,102	R 1,126,359	R 1,968,435	R 1,615,685	R 1,841,624	Accreditation Fees
R16,390,172	R22,945,515	R29,245,516	R34,556,960	R64,220,564	Certification Fees
R 3,440,224	R 2,948,040	R 2,180,356	R 3,720,810	R 5,931,101	Verification Fees
R 1,586,972	R 2,811,885	R 1,929,702	R 1,664,008	R 1,733,130	Interest Received
R 0	R 0	R 0	R 0	R 0	USAID Funding
R 12,652,000	R 16,044,000	R 16,494,000	R 17,350,000	R 18,391,000	Departmental Grant
R 92,096	R 558,569	R 624,722	R 557,291	R1,102,299	Other
R 36,013,566	R 46,434,368	R 52,442,731	R 59,467,754	R 93,219,718	**Total**
198%	-39%	75%	-18%	14%	Accreditation Fees YOY increase / decrease
-4%	40%	27%	18%	86%	Certification Fees YOY increase / decrease
33%	-14%	-26%	71%	59%	Verification Fees YOY increase / decrease



Oversight Report

The statistics and information published in this part of the Annual Report are required in terms of Chapter 1, Part III J.3 of the Public Service Regulations 2001, and have been prescribed by the Minister for Public Services and Administration.

Information on key human resources issues is provided in the statistical tables below. The information aims to empower legislators, the media, the public and other stakeholders to monitor whether public entities:

- exercise the powers granted under Public Service and Public Finance legislation in a responsible manner; and
- achieve national transformation priorities established by the Cabinet (e.g. affirmative action).

1. Expenditure

Umalusi budgets in terms of clearly defined programmes. The following tables summarise the expenditure programme (Table 1.1) and salary bands (Table 1.2) in particular. An indication of the amount spent on personnel costs in terms of each of the programmes or salary bands within Umalusi is provided.

These figures reflect the permanent employees of Umalusi. An average of 544 employees were appointed as moderators and monitors and are reflected as consultants, and were remunerated on a claim-per-task basis.

Table 1.1 Personnel cost by programme 2011/12

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Personnel cost as a % of total expenditure	Average personnel cost per employee (R'000)	Number of Employees
Evaluation and Accreditation	9,945	6,303	55	63	332	19
Corporate Services	20,127	8,275	267	41	318	26
Management Support Structures	7,841	6,054	-	77	865	7
Qualifications, Curriculum and Certification	5,927	3,769	58	64	343	11
Quality Assurance of Assessment	23,397	6,274	17	27	392	16
Statistical Information and Research	8,042	3,533	-	-	505	7
Total	75,279	34,208	397	45	398	86

Table 1.2 Personnel cost by salary bands 2011/12

Salary bands	Personnel expenditure cost (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)	Number of Employees
Lower skilled (Level 1 - 2)	309	1	103	3
Skilled (Level 3 - 5)	4,518	13	151	30
High skilled production (Level 6 - 8)	3,495	10	233	15
High skilled supervision (Level 9 - 12)	17,840	52	595	30
Senior Management (Level 13 - 16)	8,046	24	1006	8
Total	34,208	100	398	86

Tables1.3 and 1.4 provide a summary per programme and salary bands of expenditure incurred as a result of salaries, employer's contribution to pension fund, home-owner's allowance and medical allowance. The table provides an indication of the percentage of the personnel budget that was used for these items.

Table 1.3 Salaries, pension fund, home owner's allowance, medical aid assistance by programme 2011/12

Programme	Salaries		Employers contribution to Pension Fund		Home-owner's Allowance		Medical Aid Assistance	
	Amount (R'000)	As a % of personnel cost	Amount (R'000)	As a % of personnel cost	Amount (R'000)	As a % of personnel cost	Amount (R'000)	As a % of personnel cost
Evaluation and Accreditation	6,303	18	472	1.38	59	0.17	121	0.35
Corporate Services	8,275	24	620	1.81	-	-	52	0.15
Management Support Structures	6,054	18	454	1.33	17	0.05	24	0.07
Qualifications, Curriculum and Certification	3,769	11	282	0.82	-	-	33	0.10
Quality Assurance of Assessment	6,274	18	470	1.37	20	0.06	111	0.32
Statistical Information and Research	3,533	11	264	0.77	-	-	5	0.02
Total	**34,208**	**100**	**2,562**	**7.48**	**96**	**0.28**	**346**	**1.01**

Table 1.4 Salaries, pension fund, home owner's allowance, medical aid assistance by salary bands 2011/12

Programme	Salaries		Employers contribution to Pension Fund		Home-owner's Allowance		Medical Aid Assistance	
	Amount (R'000)	As a % of personnel cost	Amount (R'000)	As a % of personnel cost	Amount (R'000)	As a % of personnel cost	Amount (R'000)	As a % of personnel cost
Lower skilled (Level 1 - 2)	309	0.90	23	0.06	-	-	12	0.04
Skilled (Level 3 - 5)	4,518	13.21	338	0.98	-	-	118	0.34
High skilled production (Level 6 - 8)	3,495	10.22	262	0.77	-	-	69	0.20
High skilled supervision (Level 9 - 12)	17,840	52.15	1,336	3.91	54	0.16	123	0.36
Senior management (Level 13 - 16)	8,046	23.52	603	1.76	42	0.12	24	0.07
Total	**34,208**	**100**	**2,562**	**7.48**	**96**	**0.28**	**346**	**1.01**

2. Employment and vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff additional to the establishment. This information is presented in terms of three key variables: programme (Table 2.1), salary bands (Table 2.2) and critical occupations (Table 2.3). Table 2.3 provides establishment and vacancy information for the key critical occupations in Umalusi. The vacancy rate reflects the percentage of posts that are not filled.

Table 2.1 Employment and vacancies by programme 31 March 2012

Programme	Number of posts	Number of posts filled	Vacancy rate %	Number of posts filled additional to the establishment
Evaluation and Accreditation	19	18	5	-
Corporate Services	26	25	4	-
Management Support Structures	7	7	-	-
Qualifications, Curriculum and Certification	11	10	9	-
Quality Assurance of Assessment	16	14	13	2
Statistical Information and Research	7	7	-	-
Total	**86**	**81**	**6**	**2**

Table 2.2 Employment and vacancies by salary bands 31 March 2012

Programme	Number of posts	Number of posts filled	Vacancy rate %	Number of posts filled additional to the establishment
Lower skilled (Level 1 - 2)	3	3	-	-
Skilled (Level 3 - 5)	30	25	17	2
High skilled production (Level 6 - 8)	15	15	-	-
High skilled supervision (Level 9 - 12)	30	30	-	-
Senior management (Level 13 - 16)	8	8	-	-
Total	**86**	**81**	**6**	**2**

Table 2.3 Employment and vacancies by critical occupation 31 March 2012

Programme	Number of posts	Number of posts filled	Vacancy rate %	Number of posts filled additional to the establishment
Administrative related	30	25	17	2
Cleaners/Housekeeper	3	3	-	-
Communication related	1	1	-	-
Financial related	4	4	-	-
Human Resource related	4	4	-	-
Secretarial related	2	2	-	-
Information Technology related	5	5	-	-
Assessment	9	9	-	-
Accreditation	9	9	-	-
Statistic & Research	5	5	-	-
Qualifications	6	6	-	-
Senior Management	8	8	-	-
Total	**86**	**81**	**6**	**2**

3. Job evaluation

No job evaluations were done during the 2011/12 financial year.

4. Employment changes

This section provides information on changes in employment over the financial year. The turnover rates provide an indication of trends in the employment profile of Umalusi. The following tables provide a summary of turnover rates by salary band (Table 4.1) and major reasons why staff left Umalusi (Table 4.2).

Table 4.1 Annual Staff turnover by salary band

Programme	Number of employees per band as on 1 April 2011	Appointments	Terminations	Turnover Rate %
Lower skilled (Level 1 - 2)	3	-	-	
Skilled (Level 3 - 5)	30	6	3	10
High skilled production (Level 6 - 8)	12	-	1	-8
High skilled supervision (Level 9 - 12)	34	4	1	9
Senior management service band A	5	-	-	-
Senior management service band B	2	-	-	-
Senior management service band C	1	-	-	-
Total	**86**	**10**	**5**	**6**

Table 4.2 Identifies the major reason why staff left Umalusi

Termination type	Number	% of total employment
Resignation	5	6
Total	**5**	**6**
Total number of employees who left as a % of the total employment		6

Table 4.3 Promotions by critical occupation

No promotions by critical occupation.

Table 4.4 Promotions by salary band

No promotions by salary band.

5. Employment equity

The tables in this section are presented in the formats prescribed by the Employment Equity Act, No 55 of 1998.

Table 5.1 Total number of employees (including employees with disabilities) in each of the occupational categories as at 31 March 2012.

Occupational Categories	Male	Male	Male	Male	Female	Female	Female	Female	Foreign Nationals	Foreign Nationals	
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Total
Legislators, senior officials and managers	7	2	1	4	2	-	1	7	-	-	24
Professionals	9	1	1	1	10	-	2	3	2	-	29
Technicians and Associate professionals	-	-	-	-	-	-	-	-	-	-	-
Clerks	5	-	-	-	24	-	1	-	-	-	30
Elementary Occupations	1	-	-	2	-	-	-	-	-	-	3
Total permanent	**22**	**3**	**2**	**5**	**38**	**-**	**4**	**10**	**2**	**-**	**86**
Non-permanent	-	-	-	-	-	-	-	-	-	-	-
Total	**22**	**3**	**2**	**5**	**38**	**-**	**4**	**10**	**2**	**-**	**86**

Table 5.2 Total number of employees (including employees with disabilities) in each of the occupational bands as at 31 March 2012

Occupational Bands	Male	Male	Male	Male	Female	Female	Female	Female	Foreign	Foreign	
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Total
Top management	1	1	-	-	-	-	-	1	-	-	**3**
Senior management	2	-	1	-	-	-	-	2	-	-	**5**
Professionally qualified and experienced specialists and mid-management	4	1	-	4	2	-	1	4	-	-	**16**
Skilled technical and academically qualified workers, junior management	9	1	1	1	10	-	2	3	2	-	**29**
Semi-skilled and discretionary decision making	5	-	-	-	24	-	1	-	-	-	**30**
Unskilled on defined decision making	1	-	-	-	2	-	-	-	-	-	**3**
Total permanent	**22**	**3**	**2**	**5**	**38**	**-**	**4**	**10**	**2**	**-**	**86**
Non-permanent	-	-	-	-	-	-	-	-	-	-	**-**
Total	**22**	**3**	**2**	**5**	**38**	**-**	**4**	**10**	**2**	**-**	**86**

Table 5.3 Recruitment 2011/2012

Occupational Bands	Male	Male	Male	Male	Female	Female	Female	Female	
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top management	-	-	-	-	-	-	-	-	-
Senior management	-	-	-	-	-	-	-	-	-
Professionally qualified and experienced specialists and mid-management	-	-	-	1	-	-	-	-	1
Skilled technical junior management supervisors	2	-	-	-	1	-	-	-	3
Unskilled and defined decision making	3	-	-	-	3	-	-	-	6
Total permanent	**5**	**-**	**-**	**1**	**4**	**-**	**-**	**-**	**10**
Non-permanent									
Total	**5**	**-**	**-**	**1**	**4**	**-**	**-**	**-**	**10**

Table 5.4 Terminations 2011/12

Occupational Bands	Male	Male	Male	Male	Female	Female	Female	Female	
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top management	-	-	-	-	-	-	-	-	-
Professionally qualified and experienced specialists and mid-management	-	-	-	-	-	-	-	-	1
Skilled technical junior management, supervisors	-	1	-	-	-	-	-	-	1
Unskilled and defined decision making	3	-	-	-	1	-	-	-	4
Total permanent	**3**	**1**	**-**	**-**	**1**	**-**	**-**	**-**	**5**
Non-permanent									
Total	**3**	**1**	**-**	**-**	**1**	**-**	**-**	**-**	**5**

6. Performance rewards

To encourage good performance, Umalusi granted the following performance rewards during 2011/12. The information is presented in terms of race, gender and disability (Table 6.1) salary bands (Table 6.2) and senior management services (Table 6.3).

Table 6.1 Performance rewards by race, gender and disability

	Number of beneficiaries	Number of employees in group	% of total within group	Cost (R'000)	Average cost per employee (R'000)
African					
Male	16	20	80	265	17
Female	26	30	83	168	6
Asian					
Male	2	2	100	62	31
Female	3	3	100	35	12
Coloured					
Male	1	2	50	61	61
Female	-	-	-	-	-
White					
Male	4	4	100	123	31
Female	7	10	78	201	29
Employees with a disability	1	1	100	6	6
Total	**60**	**72**	**83**	**921**	**15**

Table 6.2 Performance rewards by salary bands for personnel below senior management service 2011/12

	Beneficiary profile	Beneficiary profile	Beneficiary profile	Cost	Cost
	Number of beneficiaries	Number of Employees in group	% of total within group	Cost (R'000)	Average cost Per employee
Lower skilled (Level 1 - 2)	2	3	67	4	2
Skilled (Level 3 - 5)	18	21	86	74	4
Highly skilled Production (Level 6 - 8)	9	10	90	60	7
Highly skilled Supervision (Level 9 - 12)	24	30	80	442	18
Total	**53**	**64**	**83**	**580**	**11**

Table 6.3 Performance related rewards (cash bonus) by salary band for senior management services

	Beneficiary profile	Beneficiary profile	Beneficiary profile	Cost	Cost
	Number of beneficiaries	Number of Employees in group	% of total within group	Cost (R'000)	Average cost Per employee
Band A	4	5	80	122	31
Band B	-	-	-	-	-
Band C	2	2	100	122	61
Band D	1	1	100	97	97
Total	**7**	**8**	**88**	**341**	**49**

7. Leave utilisation for the period 1 January 2011 to 31 December 2011

The need to monitor sick leave within the Public Service was identified by the Public Service Commission.
An indication of the use of sick leave (Table 7.1) and annual leave (Table 7.2) is provided in the following tables.

Table 7.1 Sick leave 1 January 2010 – 31 December 2011

Salary band	Total days	% days with medical certificates	Number of Employees using sick leave	Average days per Employee
Lower skilled (Level 1 - 2)	10	0.3	3	3
Skilled (Level 3 - 5)	96	31	30	3
Highly skilled production (Level 6 - 8)	20	75	15	1
Highly skilled supervision (Level 9 - 12)	35	86	30	1
Senior Management (Band A - C)	26	30	8	3
Total	**187**	**46**	**86**	**2**

Table 7.2 Annual leave 1 January 2011 – 31 December 2011

Salary band	Total days	Average days per Employee
Lower skilled (Level 1 - 2)	12	4
Skilled (Level 3 - 5)	183	6
Highly skilled production (Level 6 - 8)	73	5
Highly skilled supervision (Level 9 - 12)	190	6
Senior Management (Band A - C)	71	9
Total	**529**	**6**

Table 7.3 summarises the utilisation of annual leave. Management prevents high levels of annual leave accrued being paid at the time of termination of service by encouraging the optimum use of leave.

The following table summarises payments made to employees as a result of leave that was taken and paid out.

Table 7.3 Leave payouts

Salary band	Total amount (R0'00)	Number of employees	Average payment per employee (R0'00)
Lower skilled (Level 1 - 2)	127	3	42
Total	**127**	**3**	**42**

8. HIV/AIDS and health promotion programmes

Table 8.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at risk of contracting HIV and related diseases (if any)	Key steps taken to reduce the risks
None	HIV/AIDS organisational policy implemented

Table 8.2 Details of health promotion and HIV/AIDS programmes

Questions	Yes	No	Details if yes
Has the organisation designated a member of the senior manament services to implement the provisions contained in Part VI.E of Chapter 1 of the Public Service Regulations, 2001?		X	Human Resources sub-unit
Does the organisation have a dedicated unit or has it designated specific staff members to promote the health and wellbeing of employees?	X		EWP implemented through Human Resource sub-unit. HIV&AIDS workplace management (distribution of condoms, policy) Wellness management (3 Wellness days per annum)
Has the organisation introduced an employee assistance or health promotion programme for employees?	X		
Has the organisation established (a) committee(s) as contemplated in Part VI E.5(e) of Chapter 1 of the Public Service Regulations, 2001?		X	
Has the organisation reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status?	X		HIV/AIDS policy, recruitment & selection policy
Has the organisation introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination?	X		
Does the organisation encourage its employees to undergo voluntary counselling and testing?	X		Through the Employee Wellness Programme managed by Human resources.
Has the organisation developed measures/indicators to monitor and evaluate the impact of its health promotion programme?	X		EWP implemented through HR, which manages three wellness days per annum.

9. Labour relations

Table 9.1 Grievances lodged 2011/12

No grievances were lodged during 2011/12.

10. Skills development

Table 10.1 Training needs identified and training provided 2011/12

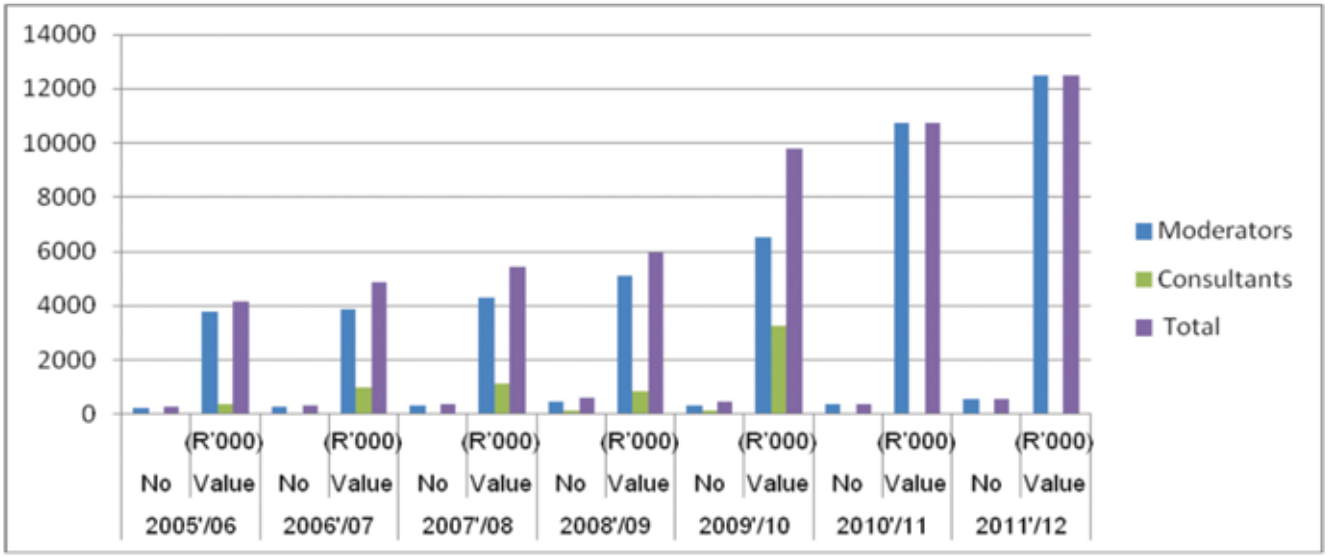
Occupational Categories	Gender	Number of employees as at 1 April 2011	Skills programmes and other short courses identified	Skills programmes and other short courses provided
Legislators, Senior Officials and Managers	Male	14	13	12
	Female	10	13	12
Technicians and Associate Professionals	Male	14	13	30
	Female	15	13	30
Clerks	Male	6	5	25
	Female	24	5	25
Elementary Occupations	Male	1	-	-
	Female	2	-	-
Total		**86**	**62**	**134**

11. Utilisation of consultants

Umalusi makes use of part-time moderators and monitors periodically in the examination cycle. The organisation finds this to be an effective means of fulfilling its mandate.

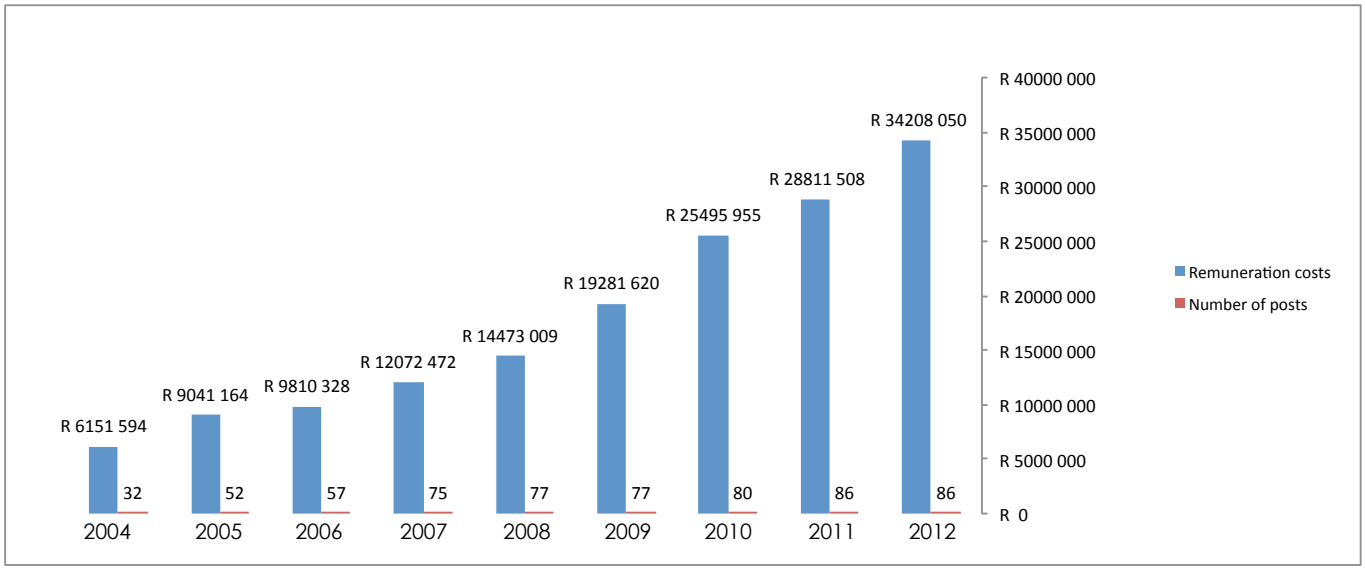
Table 11.1 Table on moderator and consultant numbers and expenditure since 2005/06 to 2011/2012

	2005/2006		2006/2007		2007/2008		2008/2009		2009/2010		2010/2011		2011/2012	
Moderators Consultants	No	Value (R'000	No	Value (R'000	No	Value (R'000	No	Value (R'000	No	Value (R'000	No	Value (R'000	No	Value (R'000
	210	3,788	256	3,889	334	4,304	456	5,111	310	6,520	347	10,752	544	12,470
	43	347	39	999	46	1,147	136	856	135	3,259	-	-	-	-
Total	**253**	**4,135**	**295**	**4,888**	**380**	**5,451**	**592**	**5,967**	**445**	**9,779**	**347**	**10,752**	**544**	**12,470**


14000
12000
10000
8000
6000
4000
2000
0
Moderators
Consultants
Total
No
(R'000) Value
2005'/06
2006'/07
2007'/08
2008'/09
2009'/10
2010'/11
2011'/12

Total Revenue	2004	2005	2006	2007	2008	2009	2010	2011	2012
Remuneration costs	R 6,151,594	R 9,041,164	R 9,810,328	R 12,072,472	R 14,473,009	R 19,281,620	R 25,495,955	R 28,811,508	R34,208,050
Remuneration Year On Year Increase		47%	9%	23%	20%	33%	32%	13%	19%
Total Expenditure	R15,705,632	R18,391,033	R21,329 502	R28,024 522	R30,887 357	R1,378,379	R52,391,296	R63,043,934	R75,279,084
% of Total Expenditure	39%	49%	46%	43%	47%	47%	49%	46%	45%
Number of posts	32	52	57	75	77	77	80	86	86
Posts YOY Increase		63%	10%	32%	3%	0%	4%	8%	0%
Posts filled	26	45	48	49	54	67	75	81	81
Additional posts (contract)	6	4	5	5	4	6	5	5	5
Vacancy rate	19%	13%	16%	35%	30%	13%	6%	6%	6%
Staffing levels									
Lower skilled (level 1-2)	1	1	1	1	1	1	1	1	1
Skilled (level 3-5)	10	10	13		14	17	21	27	30
High skilled production (level 6-8)	8	9	6	6	6	13	11	15	15
High skilled supervison (level 9-12)	9	20	22	22	23	25	31	30	30
Senior management (level 13-16)	4	5	6	6	7	7	8	8	8
Training costs	R 39,000	R29,000	R60,000	R140,000	R194,000	R335,914	R465,049	R389,132	R397,933
Training YOY Increase		-26%	107%	133%	39%	73%	38%	-16%	2%
Senior management costs	R 1,605,368	R2,3124,000	R2,934,000	R3,775,000	R3,432,000	R5,223,000	R6,326,817	R7,120,444	R7,691,161
SMS % of remuneration costs	26%	26%	30%	31%	24%	27%	25%	25%	22%
Number of SMS posts	4	6	6	7	7	7	8	8	8
SMS Posts YOY Increase		50%	0%	17%	0%	0%	14%	0%	0%

HUMAN RESOURCE YEAR ON YEAR STATISTICS



UMALUSI STAFF TRAINING PROVIDED DURING 2011/2012

Area of Training	Type of Training	Cost	Employees
Administrative Justice Act	MacRobert Attorneys	6,953	All staff
Monitoring and Evaluation Course (Lunch)	Sandwich Baron	1,330	Assistant Managers
Monitoring, Evaluation and Reporting Course	CJ Development Research Consulting	20,450	Assistant Managers
Design & Layout of Organogram	4 Images Design & Printing	1,311	All Staff
Lunch for Academic Writing Skills Course	Curry Cove Caterers	2,895	Managers and Assistant Managers
PA Course	Strawberry Training	2,713	PA
August PAYE Submission Seminar	Softline VIP	4,090	Finance Manager, HR Manager and Accountant
Chief Financial Officers' Conference	Knowledge Resources	8,800	CFO
Talent Management and Retention Conference	Intelligence Transfer Centre CC	9,119	HR Manager
August PAYE Submission Workshop	Softline VIP	2,247	Finance Manager and Accountant
Reception and Email Correspondence Course	VETTA Communication (PTY) LTD	2,013	Receptionist
Travel Compensation Seminar	Softline VIP	2,180	Finance Manager
Skills Development Seminar	Softline VIP	1,591	HR Manager
Payroll, Tax Reconciliation Conference	Platinum Conferencing	9,109	Accountant
Replenishment of First Aid boxes	St John	680	All units
Purco SA Conference	Purco	6,916	CFO, Finance Manager
Consumer Protection Act	MacRobert Attorneys	8,550	All Staff
Excel Intermediate 2012 course	CTU Training Solutions	755	Assistant Manager
Excel Basic Course	CTU Training Solutions	1,510	Manager and Administrative Assistant
Excel Intermediate	CTU Training Solutions	1,510	Accountant , Research Assistant
Excel Advanced 2007	CTU Training Solutions	2,565	Manager, IT Developer and Accountant
Records & Document Management, Filing & Disposition Seminar	Global Intelligence Network Agency CC	8,549	Registry Practitioner
MS Access 2007 Advanced	CTU Training Solutions	1,580	Assistant Manager
Employment Equity and Basic Conditions of Employment Act; and Occupational Health and Safety Act Regulations posters	APCOR	445	Umalusi
Health and Safety Representative Course	Health and Safety Consulting Services	5,426	Health and Safety Representatives
First Aid Level 1 Training	St John	3,132	First Aiders
King III Report Presentation	PWC	6,523	Senior Managers, Managers, Assistant Managers
Needs Analysis, Assessment and Evaluation of Training Workshop	Knowledge Resources	7,950	T & D Practitioner
Employee Risk Seminar	SABPP	3,420	HR Manager, HR Practitioner and T & D Practitioner
Share Point 2012 IT Training	Bytes People Solutions	13,965	IT Developers and IT Project leader
Annual Tax Seminar	Softline VIP	3,306	HR Manager and Accountant
HR Premier Training	Softline VIP	12,278	HR Practitioner & HR Admin Assistant

UMALUSI STAFF TRAINING PROVIDED DURING 2011/2012

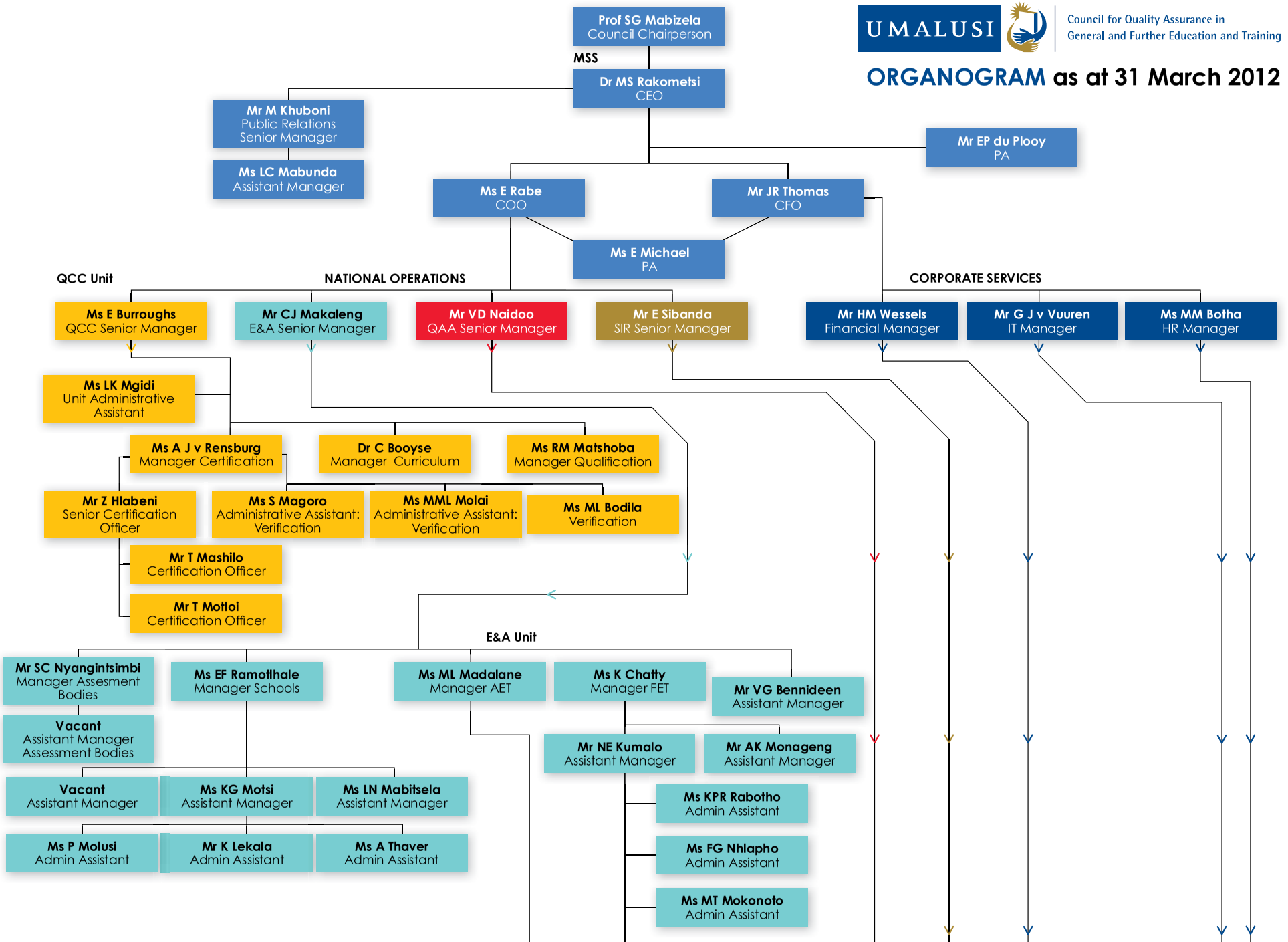
Area of Training	Type of Training	Cost	Employees
HR Premier Training	Softline VIP	6,139	T & D Practitioner
Asset Pro System Training	TATi-Chain Technologies	8,772	Assistant Manager: SCM & Assets
C# Training	Bytes People Solutions	15,732	Project Leader and IT Developer
Caseware and Caseview Training	MBMIC Consulting CC	8,500	Assistant Finance Manager
Power Pivot IT Training	Bytes People Solutions	6,384	IT Developers and IT Project leader
Gov Procurement Workshop	Precision HR Consulting		
Induction Programme (lunch)	Curry Cove Caterers	1,714	New Staff
Open Plan Office Training	The Elegant Touch	6,155	All Administrative Staff, Practitioners
Open Plan Office Training	The Elegant Touch	6,155	All Administrative Staff, Practitioners
AIDS Presentation	SAFAIDS and candles	2,720	All Staff
Induction Programme (lunch)	Induction Programme	1,674	New staff
Consultation	HR Premier	3,272	HR Staff
Travel Compensation Seminar	Softline VIP	4,360	Accountant, HR Manager
Standard service levy	Softline VIP	783	Umalusi
Interviews and Recruitment		43,178	All Staff
Staff Development		18,371	All Staff
Stratum Benefits Presentation	Stratum Benefits	0	All Staff
Office Etiquette Training	FASSET	0	All Administrative Staff, Practitioners and PAs
Protocol Training	DIRCO	0	CFO, Senior Managers, Managers, Assistant Managers, Practitioners Administrative Assistants and PAs
	Training 2011/2012	**294,466**	
Study assistance for 10 staff members			
1	Management Advancement Programme	8,000	IT Developer
2	BCom HR Management Course	6,460	HR Administrator
3	BEd Honours	8,000	Assistant Manager: QAA
4	MSc	2,957	Statistician
5	M Ed Assessment and Quality Assurance	8,000	Assistant Manager: QAA
6	MBA	8,000	Senior Manager : QAA
7	BCom Management Accounting	4,448	Administrative Assistant: Registry
8	MBA	8,000	Assistant Finance Manager
9	Office Management Diploma	3,336	Administrative Assistant : QAA
10	Business Administration	3,072	Administrative Assistant : E&A
	Sub Total Study Assistance	**60,273**	

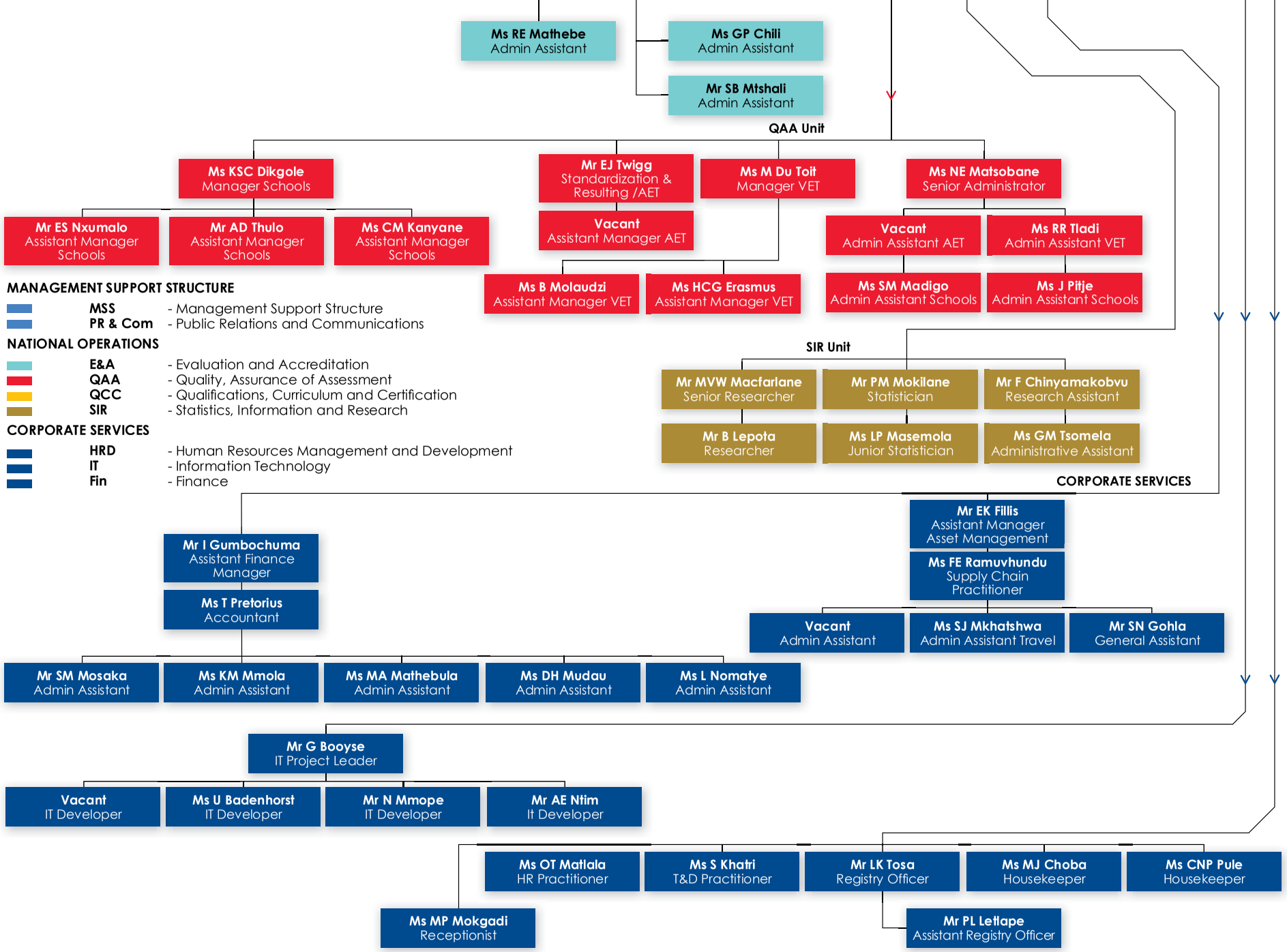
UMALUSI STAFF TRAINING PROVIDED DURING 2011/2012

Area of Training	Type of Training	Cost	Employees
Wellness Days x 2			
14 October 2011			All Staff
	Catering	5,631	
	Nation of Winners WII games	8,000	
	Massages	4,650	
	CANSA Exhibition and UV arm bands	4,200	
	Health Screening	1,200	
	Audiologist	0	
	Breast examinations	0	
	Health Magazines	0	
	Sub total	**24,181**	
Friday 23 March 2012			All Staff
	Flu vaccine & Vitamin B12 and B Complex		3,608
	Massages		4,320
	Catering		3,460
	Scio Sessions		7,625
	Health Screening	0	Sponsored by Old Mutual
	Talk on Recycling	0	Caterwarehouse
	Sub total	**19,013**	
	Total: Wellness days	**43,194**	
	Grand total	**397,933**	

UMALUSI
Council for Quality Assurance in General and Further Education and Training

ORGANOGRAM as at 31 March 2012




Ms RE Mathebe
Admin Assistant
Ms GP Chili
Admin Assistant
Mr SB Mtshali
Admin Assistant
QAA Unit
Ms KSC Dikgole
Manager Schools
Mr EJ Twigg
Standardization & Resulting /AET
Ms M Du Toit
Manager VET
Ms NE Matsobane
Senior Administrator
Mr ES Nxumalo
Assistant Manager Schools
Mr AD Thulo
Assistant Manager Schools
Ms CM Kanyane
Assistant Manager Schools
Vacant
Assistant Manager AET
Vacant
Admin Assistant AET
Ms RR Tladi
Admin Assistant VET
Ms B Molaudzi
Assistant Manager VET
Ms HCG Erasmus
Assistant Manager VET
Ms SM Madigo
Admin Assistant Schools
Ms J Pitje
Admin Assistant Schools
MANAGEMENT SUPPORT STRUCTURE
MSS - Management Support Structure
PR & Com - Public Relations and Communications
NATIONAL OPERATIONS
E&A - Evaluation and Accreditation
QAA - Quality, Assurance of Assessment
QCC - Qualifications, Curriculum and Certification
SIR - Statistics, Information and Research
CORPORATE SERVICES
HRD - Human Resources Management and Development
IT - Information Technology
Fin - Finance
SIR Unit
Mr MVW Macfarlane
Senior Researcher
Mr PM Mokilane
Statistician
Mr F Chinyamakobvu
Research Assistant
Mr B Lepota
Researcher
Ms LP Masemola
Junior Statistician
Ms GM Tsomela
Administrative Assistant
CORPORATE SERVICES
Mr EK Fillis
Assistant Manager Asset Management
Ms FE Ramuvhundu
Supply Chain Practitioner
Mr I Gumbochuma
Assistant Finance Manager
Ms T Pretorius
Accountant
Vacant
Admin Assistant
Ms SJ Mkhatshwa
Admin Assistant Travel
Mr SN Gohla
General Assistant
Mr SM Mosaka
Admin Assistant
Ms KM Mmola
Admin Assistant
Ms MA Mathebula
Admin Assistant
Ms DH Mudau
Admin Assistant
Ms L Nomatye
Admin Assistant
Mr G Booyse
IT Project Leader
Vacant
IT Developer
Ms U Badenhorst
IT Developer
Mr N Mmope
IT Developer
Mr AE Ntim
It Developer
Ms OT Matlala
HR Practitioner
Ms S Khatri
T&D Practitioner
Mr LK Tosa
Registry Officer
Ms MJ Choba
Housekeeper
Ms CNP Pule
Housekeeper
Ms MP Mokgadi
Receptionist
Mr PL Letlape
Assistant Registry Officer

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Council for Quality Assurance in
General and Further Education and Training