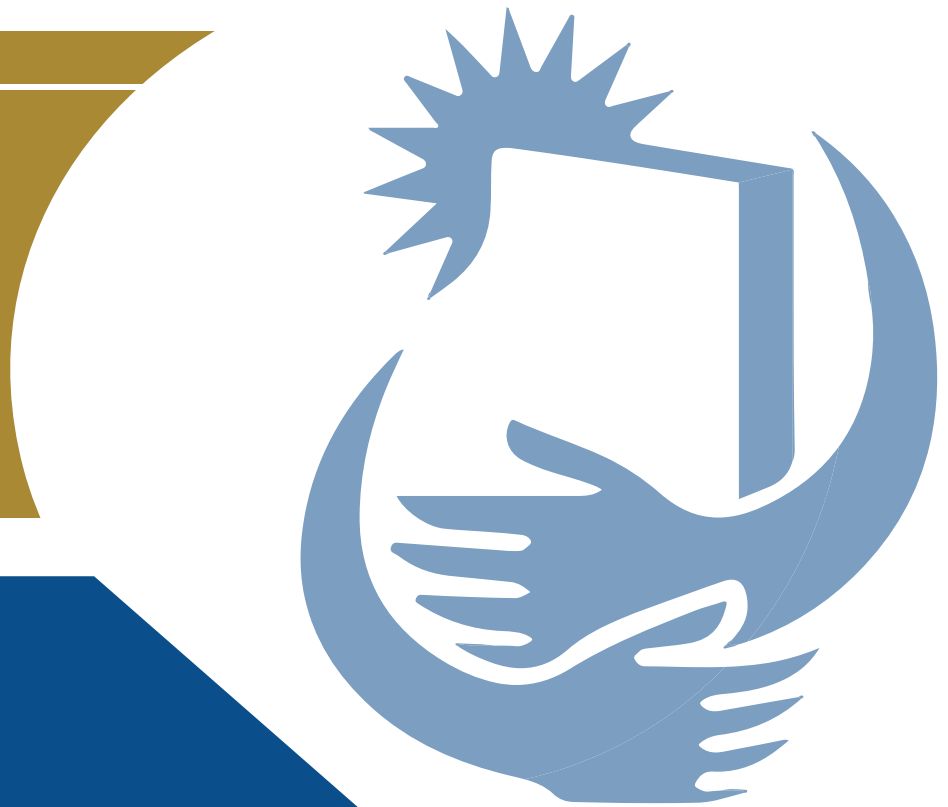# ANNUAL PERFORMANCE PLAN 2019/20

UMALUSI

Council for Quality Assurance in
General and Further Education and Training

FOREWORD

The 2019/20 financial year marks the end of the current five-year term. The year also coincides with national elections in South Africa, which is a significant moment in our country's political landscape. The work of all public entities, including Umalusi, is influenced by numerous macro-environmental factors such as economic, socio-cultural, political, technical and environmental considerations. Umalusi is part of a broader education system, which operates within the context of other societal systems that impact directly and indirectly on the work of the organisation. This presents a unique opportunity to Umalusi to respond to societal demands by maintaining high standards in fulfilling its mandate as a council for quality assurance in general and further education and training.

In order to fulfil its national mandate, Umalusi has the moral and legislative obligation to respond to relevant national imperatives identified by government in its solicitous vision for 2030 as encapsulated in the National Development Plan (NDP). Of particular significance to Umalusi is the assertion made by the NDP that "quality education encourages technology shifts and innovation that are necessary to solve present-day challenges". In light of society's need for a responsive education system, Umalusi is ideally placed, as a quality council, to play a crucial role by setting and maintaining high quality standards in general and further education and training.

Part of the responsibility of the newly appointed Council is to strengthen internal governance systems at Umalusi with the aim of steering the organisation to the achievement of its vision, which is to position itself as "a trusted authority in quality assurance of education provision, recognised locally and internationally". We intend to achieve this by constantly reviewing the organisation's policy framework so that we can identify and eliminate unnecessary fissures in our quality assurance processes. We will also endeavour to find innovative and prudent ways to use the meagre financial resources which government has entrusted to us; and do our work within the limitations of our baseline budget.

As Council commits to carry out its oversight role diligently, it is conscious of the fact that it cannot fulfil its function without the continued hard work and excellent service of Umalusi staff. To this end, Umalusi Council approves the 2019/20 Annual Performance Plan and further commits to lend its support to the Chief Executive Officer (CEO), the executive management and staff of Umalusi.
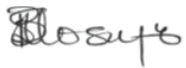
Prof John Volmink
Umalusi Council Chairperson

Official sign-off

It is hereby certified that this Annual Performance Plan:

• Was developed by the management of Umalusi under the guidance of the Umalusi Council;
• Was prepared in line with the current Strategic Plan of Umalusi; and
• Accurately reflects the performance targets that Umalusi will endeavour to achieve given the resources made available in the budget for 2019/20.

Ms Stella B Mosimege
Senior Manager: Strategy and Governance

Ms Jacomien Rousseau
Chief Financial Officer

Dr Mafu S Rakometsi
Chief Executive Officer

Prof John D Volmink
Umalusi Council Chairperson

Approved by:

Mrs AM Motshekga: MP
Minister of Basic Education

CONTENTS

ABBREVIATIONS AND ACRONYMS

ACC	Accreditation Committee of Council
AET	Adult Education and Training
APP	Annual Performance Plan
BAA	Benchmark Assessment Agency
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DBE	Department of Basic Education
DHET	Department of Higher Education and Training
DPSA	Department of Public Service and Administration
E&A	Evaluation and Accreditation
ECD	Early Childhood Development
FET	Further Education and Training
F&SCM	Finance and Supply Chain Management
GCE	General Certificate in Education
GENFETQA	General and Further Education and Training Quality Assurance
GETCA General	Education and Training Certificate for Adults
GETC	General Education and Training Certificate
GFET	General and Further Education and Training
GFETQSF	General and Further Education and Training Qualifications Sub-framework
GOCEO	Governance and Office of the Chief Executive Officer
HRM&D	Human Resources Management and Development
ICASS	Internal Continuous Assessment
ICT	Information and Communication Technology
IS	Independent Schools
IEB	Independent Examinations Board
MIS	Management Information Technology
MP	Member of Parliament
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NASCA	National Senior Certificate for Adults

NATED	National Education Report 190/191
NC(V)	National Certificate (Vocational)
NDP	National Development Plan
NQF	National Qualifications Framework
NSC	National Senior Certificate
NT	National Treasury
PFMA	Public Finance Management Act
PMDS	Performance Management and Development System
PR&COMMS	Public Relations and Communications
PSQ	Post-School Qualifications
QAA	Quality Assurance of Assessment
QCC	Qualifications, Curriculum and Certification
QCTO	Quality Council for Training and Occupation
QSC	Qualifications Standards Committee
SACAI	South African Comprehensive Assessment Institute
SAFCERT	South African Certification Council
SAQA	South African Qualifications Authority
SASL	South African Sign Language
SBA	Site-/School-Based Assessment
SC(a)	Senior Certificate (amended)
SCM	Supply Chain Management
SITA	State Information Technology Agency
SIR	Statistical Information and Research
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprises
SQ	School Qualifications
TVET	Technical and Vocational Education and Training

PART A

STRATEGIC OVERVIEW

PART A: STRATEGIC OVERVIEW

1. Updated Situational Analysis

The year 2019 marks the end of the first Medium-Term Strategic Framework (MTSF 2014–2019) for implementing the NDP (Vision 2030). As a result, the 2019/20 Annual Performance Plan (APP) is the final plan in the current five-year planning term. The process to develop this plan involved a review of current and past trends, as well as current strengths, weaknesses, opportunities and threats of the organisation. This exercise culminated in the identification of gaps in service delivery that need to be improved in the year 2019/20.

1.1 Performance Delivery Environment

Umalusi is mandated to develop, manage and maintain the General and Further Education and Training Qualifications Sub-framework (GFETQSF). It is, therefore, responsible for developing policies for quality assurance processes, issuing certificates, accrediting private education institutions and private assessment bodies and verifying qualifications.

1.1.1 Improvement of quality education through national policies

The service delivery mandate of Umalusi is informed and aligned to the NDP, MTSF and other sector policies. In terms of the NDP, education, training and innovation are central to long-term development in South Africa. Therefore, through research, Umalusi plays an advisory role to the Ministers of Education in matters relating to qualifications in the GFETQSF. Furthermore, Umalusi supports the Department of Basic Education (DBE) and the Department of Higher Education and Training (DHET) through quality assurance of assessments, to ensure credible assessment outcomes as envisaged in the NDP.

1.1.2 Demand for credible qualifications

As a quality assurance council in the education sector, Umalusi continues to contribute to Outcomes 1 and 5 of the MTSF. Over the past four years of the MTSF period, Umalusi has managed to provide support to the Ministers of Education through research and other contributions in the provision of quality education towards the National Senior Certificate (NSC), National Certificate (Vocational) (NC(V)), Senior Certificate (amended) (SC(a)) and the General Education and Training Certificate (GETC) qualifications. Furthermore, Umalusi played a role in reviewing the NC(V) qualification and put a system in place to quality assure the assessment of the South African Sign Language (SASL) as a Home Language in 2018. The entity also participated in the inter-ministerial task team working on the Three-Stream Model proposed by the DBE, with an aim of creating alternative pathways for completing the NSC qualification, as opposed to only following the academic stream.

1.1.3 Demand for alignment to international education standards

Over the MTSF period, Umalusi has established relationships with other quality assurance and assessment bodies internationally and regionally. These relationships enable it to share and adopt systems that are efficient and effective, to improve educational assessment in the sector. Global advancement in technology has created an enabling environment for the organisation to conduct its business operations more efficiently. Improvement in managing the sub-framework of qualifications has been possible through benchmarking against foreign qualifications and alternative curricula. Umalusi is recognised as a credible quality assurance body in the region, attracting benchmarking missions from fellow African countries. In the ensuing year, this quality council will pay attention to foreign qualifications and alternate curricula for future inclusion and registration in the GFETQSF. Public confidence has been gained from the ability to approve end-of-year results, as per scheduled date annually, thus affording candidates admission to tertiary institutions.

1.1.4 Challenges and actions

The education sector as a whole is confronted with numerous challenges, most of which affect the mandate of Umalusi. Among others, challenges that affect the performance objectives of Umalusi include:

I. Inadequate knowledge of Umalusi's services by the public

It has been realised that rural communities know Umalusi only as an organisation that is responsible for issuing matric certificates. This deprives the organisation of gaining positive input, contributions and recommendations from the public to improve its various areas of service delivery. In the year 2019/20, Umalusi will intensify its advocacy strategy by extending it to remote areas in rural provinces.

II. Unlawful sale of false NSC certificates

Umalusi has discovered that there are websites advertising matric certificates. This challenge is threatening the quality of qualifications in the country. Umalusi, therefore, must continuously inform the public, through various communication platforms, on how the various certificates, especially the NSC, are acquired. Through advocacy, Umalusi will inform the public about the security features on the certificates.

III. Possible exposure of confidential information to the public

Umalusi works with confidential information that should be safeguarded at all times. Leakage of such information may tarnish the image of the organisation and compromise the quality of the work done. Therefore it is a challenge that a certain portion of Umalusi work is done by contract workers, e.g.

external moderators. It has been realised that some contract workers lack safe personal Information and Communication Technology (ICT) equipment and therefore use unsafe internet cafés and public libraries to process and transmit confidential documents to Umalusi. Umalusi intends to include possession of personal ICT equipment as a requirement in the advertisement for contract posts, to safeguard confidential organisational information. A second challenge regarding contract workers occurs when work is left uncompleted when they acquire permanent jobs elsewhere.

IV. Acts of fraud and corruption

Acts of fraud and corruption, which are escalating in the country, are a threat to the success of most organisations and may cause reputational damage if not dealt with. Umalusi can fall victim to fraud and corruption during the course of procuring external services. The NSC certificate is a minimum requirement for entry to higher education institutions. For Umalusi, the most risky business transaction that may attract fraudsters would be collusion with officials to acquire certificates unlawfully. Umalusi is compliant with the law and executes its mandate within legislative parameters. Therefore, any act of fraud and corruption would be dealt with legally and through the implementation of the staff code of conduct. The overall corrupt landscape in the country threatens the credibility of education at large, its impact on the job market and the economic growth of the country.

V. Non-adherence to submission of candidates' records according to the schedule by assessment bodies

Umalusi relies on candidates' records to print certificates. Delays in the submission of the candidates' records by assessment bodies leads to a delayed process of certification, or no certification. Non-certification of candidates damages the reputation of Umalusi. These delays are caused by non-adherence to submission schedules by assessment bodies. Umalusi will continue to engage with assessment bodies to ensure improvement in this area.

VI. Increased number of accredited private education institutions to be monitored

The increased workload associated with biennial monitoring of the increasing number of accredited private education institutions is becoming a concern for Umalusi. Due to limited resources, Umalusi might be unable to monitor, on a biennial basis, all education institutions that are accredited. Failure to monitor private education institutions may lead to carelessness and inefficiency on the part of accredited institutions; while delayed accreditation processes, caused by a lack of capacity, could lead to the emergence of unaccredited institutions. However, diverting resources to the monitoring process may result in delayed accreditation processes because of a lack of capacity. This then could lead to the emergence of operational but unaccredited institutions. The Figure below depicts the growth path of private education institutions monitored by Umalusi between 2016/17 and November 2018. Since

the 2017/18 financial year, there has been a massive increase in the number of independent schools and private further education and training (FET) colleges that must be monitored. Figure 1 further indicates an increase of 88 private education institutions to be monitored in 2019/20. It would be useful to review the approaches to monitoring and accreditation of private institutions to deal with this challenging environment, which threatens Umalusi operations and the overall quality and credibility of qualifications in the sub-framework for which Umalusi is responsible.

Figure 1: Growth path of private education institutions monitored by Umalusi as at 31 December 2018
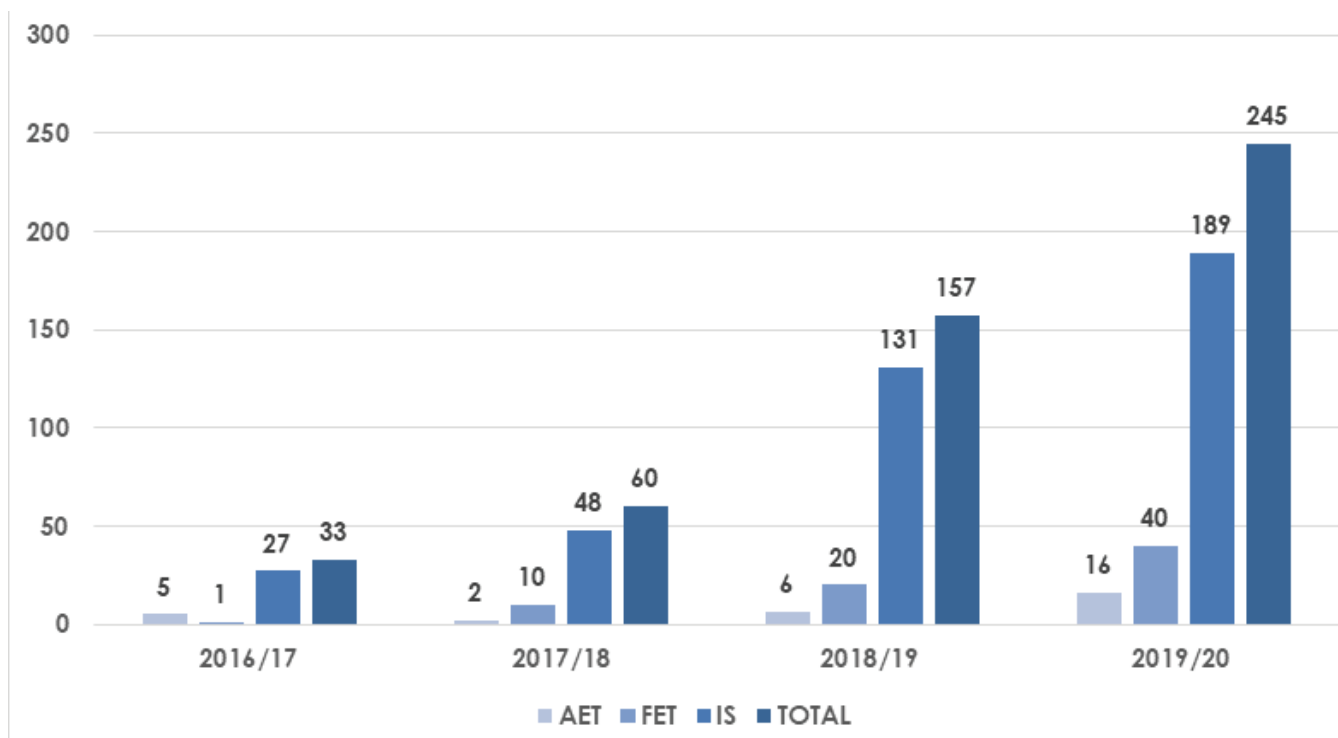
1.2 Organisational Environment

1.2.1 Human resources capacity

Within the organisational environment, the Human Resources Management and Development (HRM&D) Unit provides strategic and critical support services to Umalusi. These support services are to ensure effective and efficient functioning of Umalusi, in terms of Outcome 12 of the MTSF: "An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship". Of 140 created positions, Umalusi has filled 128 permanent positions. Furthermore, four contract employees have been appointed to increase the capacity. The top management of the organisational structure is comprised of the CEO, three executive managers and 10 senior managers. Over the past years of the MTSF, Umalusi has been proven to have staff with the relevant expertise and experience to execute its mandate. Performance service standards have been maintained within all organisational units. Umalusi's

employment equity, in terms of gender, needs to be improved in certain areas, as represented in Figure 2 below. The areas with gross misrepresentation are male senior managers, female managers, male practitioners and male administrative assistants. The organisation is currently reviewing the Employment Equity Plan for a three-year period, which will assist in addressing gaps where targets are not being met or are over-represented.

Figure 2: Employment equity per cadre as at 31 January 2019
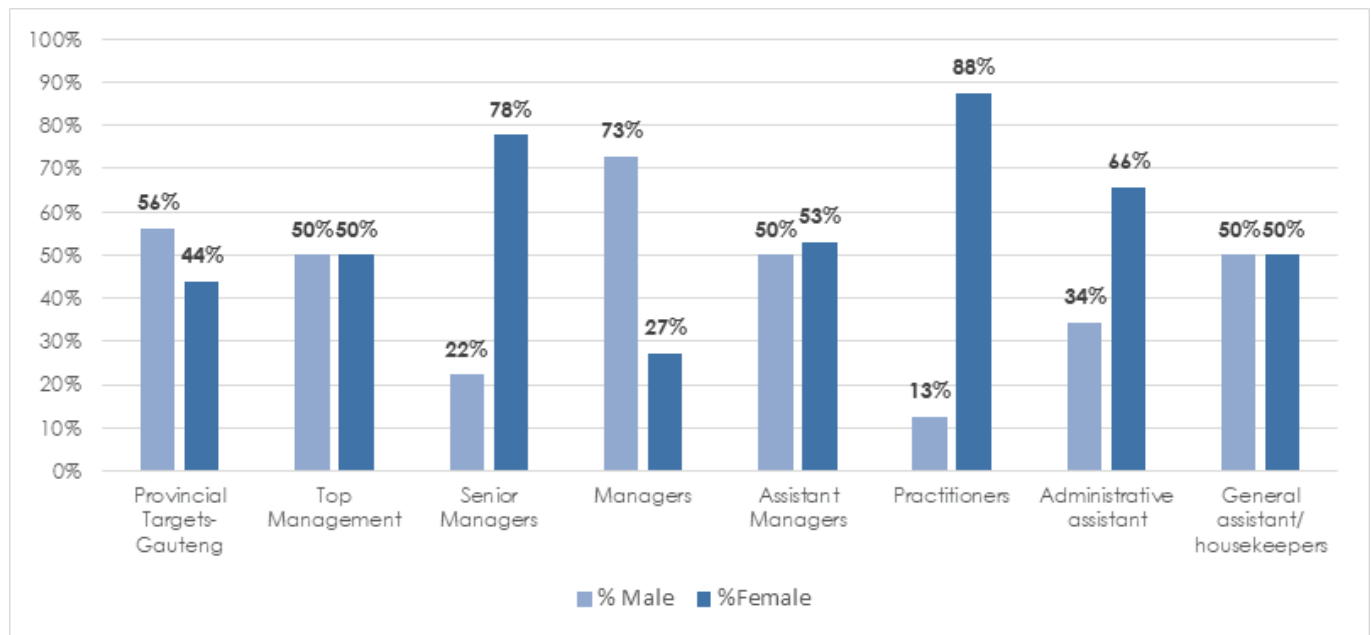
By the end of December 2018, the vacancy rate was at 7%. The current organisational structure presents limited opportunities for career growth, which leads to high staff turnover due to competitive job offers in other institutions. Despite the resignations, Umalusi strives to fill vacated posts within a turnaround time of three months, to avoid compromising service delivery. The organisation is also benchmarking against other institutions to develop a structure that creates career growth opportunities. Improvement in this area would enable Umalusi to retain its knowledgeable staff.

1.2.2 Office accommodation

As the organisation has grown, work is increasingly done within limited office space, which undermines privacy. Limited office space is a risk that could compromise confidentiality of certain information. The Physical Resources Planning sub-unit is assisting the organisation to manage the available space and accommodate staff, by converting some special rooms into offices and by partitioning available open spaces. The organisation will use the services of the professional team appointed for the second Umalusi building to assist with addressing the acute shortage of office space.
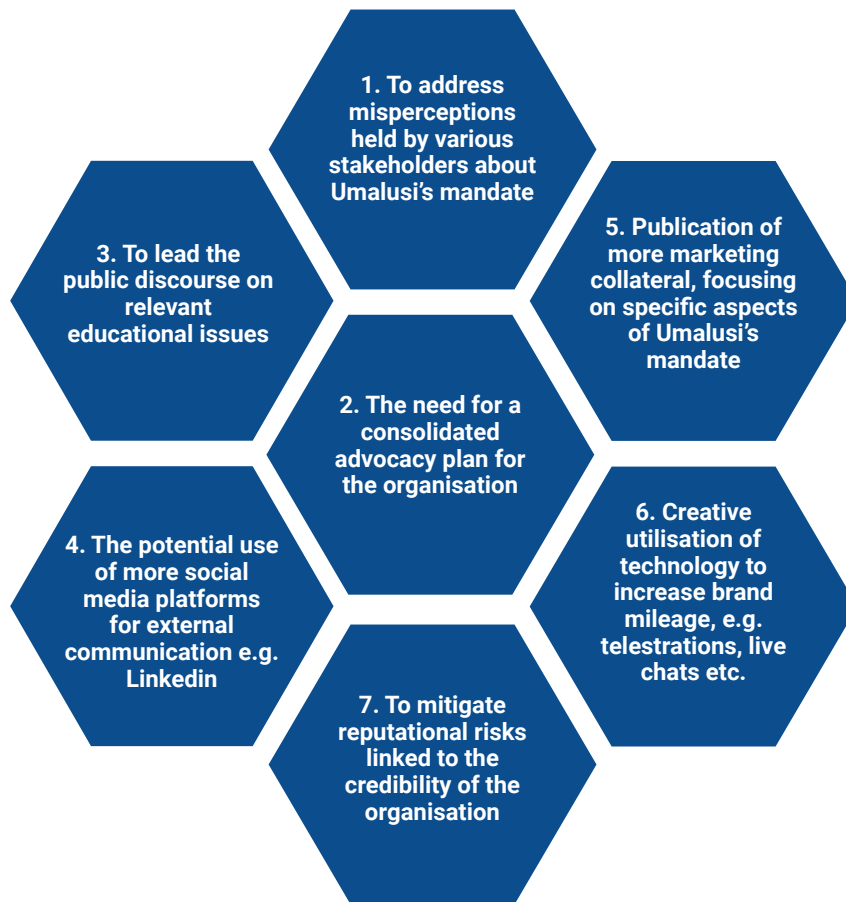
1.2.3 Corporate governance

Umalusi has obtained a fourth unqualified audit opinion in the current MTSF 2014–2019. In the current year, the organisation intends to work hard to strengthen its internal control systems towards obtaining an unqualified audit opinion with no material findings. Therefore management has committed to improving operational controls throughout the organisation. Umalusi intends to improve its management of finances, performance information and strategic risks. This will be achieved through developing credible financial and performance information, as well as risk management plans. A Performance Information Verification Committee has been established to improve the quality assurance of organisational performance information.

1.2.4 ICT support for service delivery

By the end of December 2018, Umalusi had achieved 90% compliance with Department of Public Service and Administration (DPSA) ICT framework requirements. ICT governance has, globally, become essential for organisational and operational improvement. To ensure ICT alignment with business operations, Umalusi has completed the process of appointing a Senior Manager for ICT and intends to fast-track the filling of the remaining ICT vacant positions: Manager: Senior Developer; Manager: ICT Security and Risk Management; and Assistant Manager: ICT Infrastructure and User Support Management. Furthermore, the ICT Strategy was approved in February 2018 to boost Umalusi's business strategy. This strategy will ensure alignment between ICT systems, with organisational objectives and goals. Umalusi signed a contract with the State Information Technology Agency (SITA) to develop business process mapping, aimed at determining service delivery standards and processes to become more effective in service delivery support. The first phase of business process mapping commenced in September 2018. The current Management Information System (MIS) is old and unable to meet Umalusi's new business requirements. It is therefore critical that the ongoing business process mapping project be expedited to modernise the MIS.

1.2.5 Integration of the organisation's advocacy projects

The organisational advocacy strategy is effective in raising awareness in the areas of service delivery and in managing misperceptions. Seven designated platforms of communication are used to reach stakeholders. Through these platforms, Umalusi is able to receive service inquiries, public complaints and reports of fraud and corruption. Such complaints received are necessary to identify gaps in service delivery and for Umalusi to improve its services. The platforms enable Umalusi to reach a large number of stakeholders from different backgrounds and locations. The organisation continues to inform the public about new developments in the sub-framework nationally through these platforms. Umalusi intends to adopt a two-way symmetric communication model, to place an emphasis on mutual understanding between Umalusi and its stakeholders. Seven strategic advocacy issues have been identified, shown in the Figure below, and are to be prioritised for the year.

Figure 3: Strategic advocacy issues

1. To address misperceptions held by various stakeholders about Umalusi's mandate

5. Publication of more marketing collateral, focusing on specific aspects of Umalusi's mandate

3. To lead the public discourse on relevant educational issues

2. The need for a consolidated advocacy plan for the organisation

4. The potential use of more social media platforms for external communication e.g. Linkedin

6. Creative utilisation of technology to increase brand mileage, e.g. telestrations, live chats etc.

7. To mitigate reputational risks linked to the credibility of the organisation

1.2.6 Financial capacity

Umalusi intends to strengthen its Finance and Supply Chain Management (F&SCM) systems through ensuring implementation of cost reduction and adopting efficient and effective SCM solutions. The current financial structure is too small and lacks capacity to support core business units. The organisation is conducting a workplace study to address issues relating to the capacity of business units.

2. Revisions to Legislative and Other Mandates

2.1 Legislative Mandates

The DHET is in the process of reviewing the National Qualifications Framework (NQF). As one of the founding Acts of Umalusi, this may have implications for the organisation.

2.2 Policy

The following policies are under review:

2.2.1   Policy for the quality assurance of assessment of qualifications registered on the GFETQSF;

2.2.2   Policy and criteria for assessment of qualifications on the GFETQSF.

2.3 Regulations

The following regulations are currently under development or review:

2.3.1   Regulations for the quality assurance of assessment of qualifications registered on the GFETQSF;

2.3.2   Regulations pertaining to criteria for assessment of qualifications on the GFETQSF;

2.3.3   Regulations for the quality assurance of private colleges for continuing education and training, offering qualifications registered on the GFETQSF and the accreditation of private assessment bodies.

The General and Further Education and Training Quality Assurance (GENFETQA) Act (No. 58 of 2001, as amended in 2008), states in Section 17(A)(2)(a) that the Council must develop policy for the accreditation of assessment bodies other than departments of education; and must submit this to the Minister for approval; and (b): The Minister must make regulations in which the policy for accreditation is set out.

The regulations in support of the policy for accreditation had not previously been developed. The notice to approve the regulations for public comment was signed by the Minister on 24 March 2018, and DHET is to gazette the policy for public comments.

2.4 Relevant Court Rulings

2.4.1 There are no court rulings.

3. Overview of 2019/20 Budget and Medium-Term Expenditure Framework (MTEF) Estimates

3.1 Expenditure Estimates

Programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimates		
Rand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Programme 1: Administration	47,898,815	54,350,738	60,780,491	67,176,519	64,459,909	67,368,178	70,421,062
Programme 2: Qualifications and Research	23,134,994	22,679,789	24,346,887	28,424,039	30,753,220	32,100,140	33,585,997
Programme 3: Quality Assurance and Monitoring	70,267,803	70,383,454	76,083,446	82,415,334	86,002,592	89,702,082	93,571,792
	141,301,612	147,413,981	161,210,824	178,015,892	181,215,721	189,170,400	197,578,851
Capital expenditure	1,424,650	1,246,165	5,992,051	33,495,650	3,500,000	3,500,000	3,500,000
Income	146,035,657	152,119,539	156,905,235	167,059,534	170,781,721	179,955,434	189,170,071
Accreditation fees	12,311,218	11,313,301	8,668,263	13,673,652	11,374,865	12,057,357	12,780,799
Grant - Department of Basic Education	112,705,000	118,678,000	124,612,000	128,543,000	134,634,000	142,012,000	149,822,000
NSC and SC certification fees / Private Assessment bodies	5,296,626	6,428,049	5,387,642	5,769,580	5,926,406	6,281,990	6,658,910
Verification services	9,886,461	9,522,901	9,692,227	10,773,760	10,661,450	11,301,137	11,979,205
Other income	715,713	655,289	2,009,858	1,424,542	2,000,000	2,500,000	3,000,000
Interest	3,764,208	4,129,176	5,062,409	5,200,000	4,500,000	4,000,000	3,000,000
Rent income	1,356,431	1,392,823	1,472,836	1,675,000	1,685,000	1,802,950	1,929,157
Internal funding	-3,309,395	-3,459,393	10,297,640	44,452,008	13,934,000	12,714,966	11,908,780
Surplus funds	-3,309,395	-3,459,393	10,297,640	44,452,008	13,934,000	12,714,966	11,908,780
Total	-	-	-	-	-	-	-

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Economic classification	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimates		
Rand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Current payments	**137,706,058**	**144,152,611**	**157,801,391**	**178,015,892**	**181,215,721**	**189,170,400**	**197,578,851**
Compensation of employees	53,948,293	59,092,139	68,670,409	77,571,779	80,938,000	84,950,690	89,190,352
Salaries & wages	47,204,756	51,705,622	60,086,608	67,875,307	70,820,750	74,331,940	78,041,602
Social contributions	6,743,537	7,386,517	8,583,801	9,696,472	10,117,250	10,618,750	11,148,750
Goods and services	83,757,765	85,060,472	89,130,982	100,444,113	100,277,721	104,219,710	108,388,499
Advertising	794,620	572,389	483,947	619,500	520,280	541,091	562,735
Audit costs	264,181	606,542	588,139	327,600	500,000	520,000	540,800
Bank charges	304,190	250,854	278,427	280,000	310,000	322,400	335,296
Broad costs	255,918	210,641	284,736	220,500	315,000	327,600	340,704
Catering: internal activities	218,131	222,584	231,473	160,000	265,000	275,600	286,624
Communication	3,070,511	3,659,745	2,971,068	4,402,788	4,419,399	4,596,175	4,780,022
Computer services	10,752,223	11,695,071	10,671,606	8,829,048	10,116,974	10,521,653	10,942,519
Consultants	6,459,035	4,359,214	4,472,646	12,532,100	8,162,271	8,488,762	8,828,313
Lease payments	-	-	-	-	-	-	-
Legal fees	397,848	452,091	1,142,061	2,015,544	1,024,592	1,065,576	1,108,199
Non Life insurance	361,929	322,826	387,063	350,000	500,000	520,000	540,800
Other unclassified expenditure	30,083,456	36,082,681	39,574,193	36,634,029	36,610,883	38,006,199	39,526,446
Printing and publication	28,734	45,458	21,911	47,000	48,880	50,835	52,869
Property payments	3,084,104	3,218,445	3,947,653	3,383,400	4,225,000	4,394,000	4,569,760
Repairs and maintenance	1,078,838	950,875	911,391	980,645	1,917,091	1,993,775	2,073,526
Training and staff development	1,031,121	1,125,332	1,367,586	1,248,000	1,849,810	1,923,802	2,000,754
Travel and subsistence	21,178,596	18,792,515	18,285,927	23,598,408	25,389,428	26,405,005	27,461,205
Venues and facilities	4,394,330	2,493,209	3,511,155	4,815,551	4,103,113	4,267,237	4,437,927
Payments for capital assets	**3,595,554**	**3,261,370**	**3,409,433**	-	-	-	-
Depreciation & amortisation	3,487,174	3,217,461	3,371,846	-	-	-	-
Losses from sale of fixed assets	108,380	43,909	37,587	-	-	-	-
Total	**141,301,612**	**147,413,981**	**161,210,824**	**178,015,892**	**181,215,721**	**189,170,400**	**197,578,851**

3.2 Relating Expenditure Trends to Strategic Outcome-Oriented Goals

The entity has an estimated budget of **R181 215 721** for the financial year 2019/20. The MTEF estimates will be used as follows:

Programme 1: The administration programme will use the allocated budget of **R64 459 909** (36% of the total budget) to enable the entity to effectively run its operations through administrative support in accordance with legislation and policies. To ensure that this happens, the allocated budget will only be used according to the strategic objective of the programme, which is to work towards attaining an unqualified opinion with no material findings. This includes capacity building of staff formally and informally to improve competence and efficiency of staff (refer to page 21 for 2019 focus areas).

Programme 2: Qualifications and Research has been allocated a budget of **R30 753 220** (17% of the total budget) to develop and/or review qualifications; formulate policies relating to the management of the GFETQSF and the NQF; review and evaluate curricula associated with the national qualifications; certification of learners and the verification of qualifications; conducting research and providing a platform for research, statistical support and maintenance of learner databases (refer to page 27 for more information).

Programme 3: The Quality Assurance and Monitoring programme will use the allocated budget of **R86 002 592** (47% of the total budget) to establish, maintain and improve standards of assessment in general and further education and training through various quality assurance processes; and to ensure quality assurance of provision and assessment through evaluation and accreditation of private institutions and assessment bodies (refer to page 31 more details).

3.3 Materiality and Significance

3.3.1 Materiality

The Council has taken into account the following factors in determining Umalusi's level of materiality:
* The nature of Umalusi's business;
* Statutory requirements affecting Umalusi;
* Inherent and control risks associated with Umalusi; and
* Quantitative and qualitative issues.

Having taken these factors into account, the Council has assessed the level of "a material loss" to be:
a. Every amount in respect of criminal conduct;
b. R30 000 and above for irregular, fruitless and wasteful expenditure involving gross negligence; and
c. R1 459 437[1] and above, being about 1% of revenue, to report in terms of Subsection 55 (1)(d) regarding

[1]Based on the audited figure of revenue for 2017/18

the fair presentation of the affairs of the public entity, its business, its financial results, its performance against pre-determined objectives and its financial position, as at the end of the financial year concerned.

3.3.2   Significance

The Council has decided that any transaction covered by Section 54(2) of the Public Finance Management Act will be reported on, being:

a. Establishment or participation in the establishment of a company – each transaction to be reported on separately;

b. Participation in a significant partnership, trust, unincorporated joint venture or similar arrangement – 50% of voting rights;

c. Acquisition or disposal of a significant shareholding in a company – 30% or more of shareholding;

d. Acquisition or disposal of a significant asset – 1% of fixed assets;

e. Commencement or cessation of a significant business activity – each transaction to be reported on separately;

f. A significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar.

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PART B

PROGRAMME AND
SUB-PROGRAMME PLANS

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20

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

The Table below represents Umalusi's programmes and sub-programmes.

Table 1: Programmes and sub-programmes

Programme	Sub-Programmes	
1. Administration	1.1	Strategy and Governance
	1.2	Public Relations and Communications
	1.3	Information and Communication Technology
	1.4	Human Resources Management and Development
	1.5	Finance and Supply Chain Management
2. Qualifications and Research	2.1	Qualifications, Curriculum and Certification
	2.2	Statistical Information and Research
3. Quality Assurance and Monitoring	3.1	Quality Assurance of Assessment: School Qualifications
	3.2	Quality Assurance of Assessment: Post-School Qualifications
	3.3	Evaluation and Accreditation

4. Programme 1: Administration

The purpose of this programme is to provide strategic leadership, management and administrative support services to the entity.

4.1 Key Focus Areas for 2019/20

Sub-programme 1.1: Strategy and Governance

The purpose of the Strategy and Governance sub-programme is to provide good corporate governance to the organisation and support functions to the Council, provide guidance and facilitate the development of organisational strategy and reporting.

In 2019/20, the following key functions will be undertaken:
- Development of Strategic Plan (2020/21–2024/25) and the Annual Performance Plan (2020/21);
- Review of performance information management tools and instruments;
- Coordination of risk management planning and reporting;
- Standardisation of operational planning within the business units of Umalusi;
- Monitoring of audit findings;
- Monitor compliance of Umalusi with corporate governance requirements;
- Manage and coordinate Council and committee activities.

Sub-programme 1.2: Public Relations and Communications (PR&COMMS)

The purpose of the PR&COMMS sub-programme is to communicate key organisational messages about the mandate, strategy and services of Umalusi to stakeholders. For the year, the sub-programme will be focusing on the following key areas:

- Conducting career exhibitions and advocacy initiatives;
- Establishing new stakeholder networks with provincial departments of education;
- Organising roundtable discussions in collaboration with other stakeholders to profile the organisation's research output;
- Introducing videography to strengthen internal and external communication;
- Increasing the number of communication platforms.

Sub-programme 1.3: Information and Communication Technology (ICT)

The purpose of the ICT sub-programme is to manage and maintain Umalusi's ICT systems and infrastructure to support operations. The key focus areas for year 2019/20 are:

- Establishment of the ICT Architecture Committee;
- Development of the Information Security Strategy;
- Development of the Information and Security Plan;
- Conducting a User Satisfaction survey; and
- Development of the ICT Migration Plan.

Sub-programme 1.4: Human Resources Management and Development (HRM&D)

The purpose of the HRM&D sub-programme is to manage recruitment and selection processes, the administration of employees' benefits, coordinate wellness programmes, job design, manage the performance of employees through a performance management and development system, provide training and development of employees, and manage records. The key focus areas for the year 2019/20 are:

- Implementation of an online performance management and development system;
- Introduction of a skills mapping system (for online recruitment);
- Implementation of the Workplace Skills Plan;
- Maintain the vacancy rate at 10% or lower;
- Job evaluation of positions.

Sub-programme 1.5: Finance and Supply Chain Management (F&SCM)

The purpose of the F&SCM sub-programme is to ensure transparent, accountable and sound financial management, as well as to maintain a procurement system that is fair, equitable, transparent, competitive and cost-effective. In 2019/20, the following key functions will be undertaken:

- Arranging training of staff on SCM policy, processes, legislation and applicable prescripts;
- Reviewing internal controls on revenue, expenditure cycle and asset management for adequacy and effectiveness;
- Streamlining SCM processes to ensure effectiveness;
- Capacitating F&SCM staff with training on monitoring and reporting.

4.2 Strategic Objectives: Annual Targets for 2019/20

Strategic objective	Audited/actual performance			Estimated performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1: To improve the effectiveness of corporate governance.	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified opinion with no material findings	Unqualified opinion with no material findings	Unqualified opinion with no material findings

4.3 Programme Performance Indicators and Annual Targets for 2019/20

Strategic objective: To improve the effectiveness of corporate governance.

Objective statement: To improve administrative and governance services (ICT, Finance, HR, Communication, Strategic and Governance) to support the mandate of Umalusi and to strengthen compliance and accountability.

Performance indicator	Audited/actual performance			Estimated performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1.1: Annual Performance Plan approved by 31 March each financial year	New	2017/18 APP approved by March 2017	2018/19 APP approved by March 2018	2019/20 APP approved by March 2019	2020/21 APP approved by March 2020	2021/22 APP approved by March 2021	2022/23 APP approved by March 2022
1.1.2: Quarterly reports submitted to National Treasury and the Department of Basic Education 30 days after end of each quarter	New	Four quarterly reports submitted to NT and DBE 30 days after end of quarter	Four quarterly reports submitted to NT and DBE 30 days after end of quarter	Four quarterly reports submitted to NT and DBE 30 days after end of quarter	Four quarterly reports submitted to NT and DBE 30 days after end of quarter	Four quarterly reports submitted to NT and DBE 30 days after end of quarter	Four quarterly reports submitted to NT and DBE 30 days after end of quarter
1.1.3: Number of communication platforms used to communicate to stakeholder clusters within the GFETQSF to access information	5	7	8	7	7	7	7
1.1.4: Percentage compliance with the requirements of the ICT Governance Framework	New	New	84%	92%	98%	99%	100%
1.1.5: Average percentage of performance agreements and assessment reports submitted on time	New	New	79%	90%	98%	98%	98%
1.1.6: Percentage of valid invoices of creditors and suppliers paid within 30 days	92%	99%	99%	99%	99%	99%	99%

4.4 Quarterly Targets 2019/20

Performance indicators	Reporting frequency	Annual target 2019/20	Quarterly targets				Means of evidence
			Q1	Q2	Q3	Q4	
1.1.1: Annual Performance Plan approved by 31 March each financial year	Annual	2020/21 APP approved by March 2020	-	-	-	2020/21 APP approved by March 2020	• Approved 2020/21 APP
1.1.2: Quarterly reports submitted to National Treasury and the Department of Basic Education 30 days after end of each quarter	Quarterly	Four quarterly reports submitted to DBE and NT	4th Quarter report for 2018/19 submitted by 30/04/2019	1st Quarter report for 2019/20 submitted by 30/07/2019	2nd Quarter report for 2019/20 submitted by 30/10/2019	3rd Quarter report for 2019/20 submitted by 30/01/2019	• Submission emails • Submission letters • Quarterly performance reports
1.1.3: Number of communication platforms used to communicate to stakeholder clusters within the GFETQSF to access information	Quarterly	7	7	7	7	7	• Videos • Radio audios • Newsletters • Bulk emails • Promotional materials • Website reports • Social media reports
1.1.4: Percentage compliance with the requirements of the ICT Governance Framework	Biannually	98%	-	97%	-	98%	• Information Security Strategy • Information and Security Plan • ICT Migration Plan • User Satisfaction Survey Report • Detailed Enterprise Architecture Framework • ICT Process Framework and Implementation Roadmap (spreadsheet)
1.1.5: Average percentage of performance agreements and assessments reports submitted on time	Bi-annually	98%	98%	-	98%	-	• Spreadsheet registers
1.1.6: Percentage of valid invoices of creditors and suppliers paid within 30 days	Quarterly	99%	99%	99%	99%	99%	• Spreadsheet registers

4.5 Reconciling Performance Targets with the Budget and MTEF

Pogramme 1: Administration	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimates		
Rand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Number of employees	38	48	51	59	59	59	59
Total	47,898,815	54,350,738	60,780,491	67,176,519	64,459,909	67,368,178	70,421,061
Compensation of employees	18,698,990	23,268,331	29,118,725	33,276,190	34,443,019	36,150,611	37,954,792
Salaries & wages	16,361,616	20,359,790	25,478,884	29,116,666	30,137,642	31,631,785	33,210,443
Social contributions	2,337,374	2,908,541	3,639,841	4,159,524	4,305,377	4,518,826	4,744,349
Goods and services	29,199,825	31,082,407	31,661,766	33,900,329	30,016,890	31,217,567	32,466,269
Communications	1,846,200	2,441,980	1,731,062	2,374,000	2,114,240	2,198,810	2,286,762
Computer services	10,752,223	11,695,071	10,671,606	8,829,048	10,116,974	10,521,653	10,942,519
Consultants	1,724,597	1,337,318	1,917,970	9,328,600	3,165,400	3,292,016	3,423,697
Depreciation	3,487,174	3,217,461	3,371,846	-	-	-	-
Losses from sale of fixed assets	108,380	43,909	37,587	-	-	-	-
Other	1,078,838	950,875	9,547,682	9,127,215	8,662,355	9,008,850	9,369,204
Repairs and maintenance	1,031,121	1,125,332	911,391	980,645	1,917,091	1,993,775	2,073,526
Training and staff development	2,916,701	2,438,796	1,367,586	1,248,000	1,849,810	1,923,802	2,000,754
Travel and subsistence	6,254,591	7,831,665	2,105,037	2,012,820	2,191,020	2,278,661	2,369,807

4.5.1 Performance and Expenditure Trends

Programme 1: Administration units will use the allocated budget to effectively run its operations through administrative support in accordance with legislation and policies. To ensure that this happens, the allocated budget will only be used according to the strategic objective of the programme, which is to work towards attaining a clean audit. This includes capacity building of staff formally and informally to improve competence and efficiency of staff. (refer to page 21 for more information)

5. Programme 2: Qualifications and Research

The purpose of the programme is to develop and manage an efficient and effective GFETQSF within the NQF and to undertake strategic research in support of that goal.

5.1 Key Focus Areas for 2019/20

Sub-programme 2.1: Qualifications, Curriculum and Certification (QCC)

The purpose of the QCC sub-programme is to provide for the development and/or review of qualifications; formulate policy related to management of the GFETQSF and the NQF; review and evaluate the curricula associated with the national qualifications; certificate candidates; and verify qualifications. For the year 2019/20, the sub-programme will focus on the following key functions:

• Review the GFETQSF to accommodate part qualifications;

• Provide proposed contributions to the amendments of the NQF Act and the GENFETQA Act;

• Transfer of N1-N3 qualifications from Umalusi to QCTO;

• Update of the National Senior Certificate (NSC) qualification;

• Align the policies to the GFETQSF;

• Evaluate the General Certificate of Education (GCE);

• Appraise the curricula for the General Certificate of Education: Technical Occupational (GCE:TO), NASCA and the GETCA;

• Develop directives for resulting and certification of the NASCA and GETCA;

• Finalise the NC(V) review and advocate for its role in the national education and training system as the vocational qualification of choice;

• Provide support to the DHET in respect of the certification backlog of the NC(V), N3 and GETC. In addition, support will be provided to the DHET with the finalisation and implementation of the new ICT system;

• Monitor private assessment bodies' certification processes and systems;

• Develop more cost-effective risk based approaches to quality assurance;

• Develop an online system for replacement/re-issue of certificate;

• Verification of certificates for qualifications registered on the GFETQSF.

Sub-programme 2.2: Statistical Information and Research (SIR)

The purpose of the SIR sub-programme is to provide a platform for research, statistical support and maintenance of learner databases so as to inform the Council's professional work and organisational strategy. For the year 2019/20, the SIR Unit will focus on the following key areas:

• Conduct research for the NASCA and GETCA qualifications;

• Conduct research towards NQF Impact study;

• Benchmark the NSC against selected international qualifications;

• Conduct post-examination analyses of selected subjects in the NSC and NC(V);

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- Conclude empirical research in Early Childhood Development (ECD);
- Disseminate the 2018 research findings on Early Childhood Development (ECD) and the longitudinal study;
- Apply the exemplar books on cognitive demand and levels of difficulty as capacitation of the system;
- Provide statistical support to enhance practices;
- Provide support to enhance standardisation and resulting processes.

5.2 Strategic Objectives: Annual Targets for 2019/20

Strategic objective	Audited/actual performance			Estimated performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
2.1: To effectively manage General and Further Education Training Qualifications Sub-framework.	New	New	Three reports on the management of qualifications, curriculum and certification	Three reports on the management of qualifications, curriculum and certification	One report on the management of qualifications, curriculum and certification	One report on the management of qualifications, curriculum and certification	One report on the management of qualifications, curriculum and certification
2.2: Conduct research on an annual basis to inform strategy	New	New	Research conducted as informed by the sector needs	Research conducted as informed by the sector needs	Research conducted as informed by the sector needs	Research conducted as informed by the sector needs	Research conducted as informed by the sector needs

5.3 Programme Performance Indicators and Annual Targets for 2019/20

Strategic objective	Audited/actual performance			Estimated performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Strategic Objective: To effectively manage General and Further Education Training Qualifications Sub-framework.							
Objective statement: To enhance the status and quality of the national qualifications on the sub-framework by developing new qualifications for registration on the GFETQSF, review existing qualifications, evaluating the quality of curricula associated with the qualifications and certifying and verifying achievement of those qualifications on an annual basis.							
2.1.1: Number of reports produced on the management of qualifications in the sub-framework	New	New	3	3	1	1	1
2.1.2: Number of curricula evaluated annually	New	New	New	2	2	2	2
2.1.3: Percentage of error-free learner records for which a certificate is printed annually	100%	100%	100%	100%	100%	100%	100%
2.1.4: Percentage of verification requests received that are completed within service level agreement (two working days)	100%	100%	98%	95%	95%	95%	95%
Strategic Objective: Conduct research on an annual basis to inform strategy.							
Objective Statement: To undertake research projects annually as informed by the needs of Quality Council and GFET sector.							
2.2.1: Number of research reports completed in various formats	6	6	10	8	3	3	3

5.4 Quarterly Targets 2019/20

Performance indicators	Reporting frequency	Annual target 2019/20	Quarterly targets				Means of evidence
			Q1	Q2	Q3	Q4	
2.1.1: Number of reports produced on the management of qualifications in the sub-framework	Annually	1	-	-	-	1	• Report on management of qualifications in the sub-framework
2.1.2: Number of curricula evaluated annually	Annually	2	-	-	-	2	• Evaluation reports
2.1.3: Percentage of error-free learner records for which a certificate is printed annually	Quarterly	100%	100%	100%	100%	100%	• Datasets exported on Excel spreadsheet
2.1.4 Percentage of verification requests received that are completed within service level agreement (two working days)	Quarterly	95%	95%	95%	95%	95%	• Datasets exported on Excel spreadsheet
2.2.1: Number of research reports completed in various formats	Annually	3	-	-	-	3	• Research reports in various formats

5.5 Reconciling Performance Targets with the Budget and MTEF

Pogramme 2: Qualifications and Research	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimates		
Rand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Number of employees	22	26	32	32	32	32	32
Total	23,134,994	22,679,789	24,346,887	28,424,039	30,753,220	32,100,140	33,585,997
Compensation of employees	11,295,801	12,262,061	15,718,561	19,110,936	19,411,590	20,373,965	21,390,775
Salaries & wages	9,883,826	10,729,303	13,753,741	16,722,069	16,985,141	17,827,219	18,716,928
Social contributions	1,411,975	1,532,758	1,964,820	2,388,867	2,426,449	2,546,746	2,673,847
Goods and services	11,839,194	10,417,728	8,628,326	9,313,103	11,341,630	11,726,175	12,195,222
Communications	738,478	889,240	943,450	1,553,388	1,887,817	1,963,329	2,041,862
Consultants	4,680,168	2,492,705	1,921,807	2,313,000	3,886,430	4,041,887	4,203,563
Other	3,063,525	1,641,835	4,098,558	3,915,820	3,975,252	4,065,143	4,227,748
Travel and subsistence	3,357,023	5,393,948	1,664,511	1,530,895	1,592,131	1,655,816	1,722,049

5.5.1 Performance and Expenditure Trends

Programme 2: Qualifications and Research has been allocated the budget of **R30 753 220** to develop and/or review qualifications; formulate policies relating to the management of the GFETQSF and the NQF; review and evaluate curricula associated with the national qualifications; certification of learners and the verification of qualifications, conducting research and providing a platform for research, statistical support and maintenance of learner databases. The utilisation of the budget will be monitored by the office of the Executive Manager in collaboration with the Chief Financial Officer's Office. (refer to page 27 for more information).

6. Programme 3: Quality Assurance and Monitoring

Programme Purpose: To ensure that the providers of education and training have the capacity to deliver and assess qualifications registered on the GFETQSF and are doing so to the expected standards and quality.

6.1 Key Focus Areas for 2019/20

Sub-programme 3.1: Quality Assurance of Assessment (QAA): School Qualifications

The function of this sub-programme is to establish, maintain and improve standards in assessment of school qualifications registered on the GFETQSF through quality assurance of assessment processes. For the year 2019/20, the sub-programme will be focused on the following key functions:

- Monitoring the implementation of the directives for compliance by the different assessment bodies;
- Quality assuring oral assessment, PAT and practical examinations;
- Adopting a differentiated approach in the recruitment and appointment of external moderators for subjects where there are shortages;
- Conducting special training for moderators on understanding cognitive levels;
- Reviewing the strategy for moderation of SBA;
- Implementing a risk management-based approach to conducting the audit of state of readiness of assessment bodies to administer national examinations;
- Automation and piloting of the monitoring and reporting instruments.

Sub-programme 3.2: Quality Assurance of Assessment (QAA): Post-School Qualifications

The function of this sub-programme is to establish, maintain and improve standards in assessment of post-school qualifications registered on the GFETQSF through quality assurance of assessment processes. For the year 2019/20, the sub-programme will be focused on the following key functions:

- Conversion of quality assurance of assessment instruments to facilitate electronic capturing of data;
- A revised approach for recruiting external moderators for subjects for which it is difficult to find moderators;
- Quality assuring oral assessments at a sample of sites;
- Quality assuring internal moderation of SBA and internal continuous assessment (ICASS);
- Collaboration with assessment bodies to ensure improved marking guideline discussions and verification of marking (preparedness for and attendance at marking guideline discussions).

Sub-programme 3.3: Evaluation and Accreditation (E&A)

The function of this sub-programme is to provide quality assurance of provision and assessment of qualifications registered on the GFETQSF through evaluation and accreditation of private education institutions and private assessment bodies. This entails ensuring that: standards for provision are determined, maintained and strengthened; systems are in place to quality assure the capacity of private

education and training institutions seeking accreditation to implement qualifications registered on the GFETQSF through an accreditation and monitoring process; and that systems are in place to quality assure the capacity of private assessment bodies seeking accreditation to assess qualifications registered on the GFETQSF. In 2019/20, the sub-programme will focus on the following key areas:

- Contributing to the development of processes, procedures and legislation that enables the accreditation of online/distance education providers offering qualifications registered on the GFETQSF and matric rewrite centres;
- Reviewing the accreditation process for private adult education and training centres;
- Implementing the process of non-certification of candidates who sit for the NSC examination at non-accredited independent schools, in line with the regulations pertaining to the conduct, administration and management of the NSC examination (Gazette No. 31337 of 29 August 2008, as amended), Chapter 5, Paragraph 26A. This directs that "in order for an independent school to be registered as an examination centre by either an accredited private assessment body or the state, such a school, besides being registered as a school, must also be accredited by Umalusi";
- Establishing regional evaluation teams;
- Conducting the presentation of accreditation certificate ceremonies;
- Implementing the process of non-certification of candidates who sit for the NATED Report (190/191) N1–N3 Engineering Studies and NC(V) examinations at non-accredited private colleges;
- Conducting accreditation forums to provide a platform to interact with all stakeholders on matters relating to accreditation.

6.2 Strategic Objectives: Annual Targets for 2019/20

Strategic objective	Audited/actual performance			Estimated performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18	2019/20	2020/21	2021/22	
3.1: To ensure the credibility of the examination results of the qualifications registered on the GFETQSF	New	QAA reports produced per qualification per assessment body per examination cycle	QAA reports produced per qualification per assessment body per examination cycle	10 QAA reports	10 QAA reports	10 QAA reports	10 QAA reports
3.2: To quality-assure the private provisioning of the qualifications registered on the GFETQSF	New	One comprehensive report for AET, FET and independent schools	Three comprehensive reports, one each for private assessment bodies, independent schools and private colleges	Accreditation of private education institutions and private assessment bodies in line with specified targets	Accreditation of private education institutions and private assessment bodies in line with specified targets	Accreditation of private education institutions and private assessment bodies in line with specified targets	Accreditation of private education institutions and private assessment bodies in line with specified targets

6.3 Programme Performance Indicators and Annual Targets for 2019/20

Strategic Objective: To ensure the credibility of the examination results of the qualifications registered on the GFETQSF.

Objective statement: To monitor and verify that all assessment bodies meet the quality assurance of assessment criteria and requirements in order to improve the credibility of examination results per examination cycle.

Strategic objective	Audited/actual performance			Estimated performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
3.1.1: Number of quality assurance of assessment reports published for qualifications registered on the GFETQSF	New	NSC 3 SC 1 GETC 5 VET 3	NSC 6 SC 1 GETC 6 NATED 2 NATED/NC(V) 1	10	10	10	10
3.1.2: Percentage of question papers approved per assessment body per qualification per examination cycle	New	New	NSC: 100% SC(a): 100% GETC: 100% NC(V): 100% NATED: 132%	100%	100%	100%	100%
3.1.3: Number of assessment bodies audited for their state of readiness to conduct examinations	New	New	New	14	13	13	13
3.1.4: Number of subjects for which verification of marking is conducted	New	New	New	86	80	84	88
3.1.5: Number of offerings where moderation of SBA and ICASS is conducted per assessment body per qualification per examination cycle	New	New	New	GETC-March IEB 2 GETC-June BAA 2 DHET 16 IEB 8 GETC-Sept IEB 2 GETC-Nov BAA 2 DHET 26 IEB 8 REPORT 190/191-April DHET 14 REPORT 190/191-Aug DHET 14 REPORT 190/191-Nov DHET 16 NC(V)-Nov DHET 25 Total: 135	150	165	165

Strategic Objective: To quality assure the private provisioning of the qualifications registered on the GFETQSF.

Objective Statement: To improve the provisioning of qualifications on the GFETQSF by evaluating and pronouncing on applications received for accreditation.

3.2.1: Percentage of accreditation outcomes for private education institutions finalised within 12 months of site visit	New	New	New	80%	82%	85%	87%
3.2.2: Percentage of private education institutions monitored after being granted accreditation	New	New	New	90%	92%	92%	92%

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6.4 Quarterly Targets 2019/20

Performance indicators	Reporting frequency	Annual target 2019/20	Quarterly targets				Means of evidence
			Q1	Q2	Q3	Q4	
3.1.1: Number of quality assurance of assessment reports published for qualifications registered on the GFETQSF	Quarterly	10	-	2	1	7	• Quality Assurance reports
3.1.2: Percentage of question papers approved per assessment body per qualification per examination cycle	Annually	100%	-	-	-	100%	• Eternal moderator reports/Declaration forms • List of approved question papers
3.1.3: Number of assessment bodies audited for their state of readiness to conduct examinations	Annually	13	-	-	13	-	• State of readiness reports • List of audited assessment bodies
3.1.4: Number of subjects for which verification of marking is conducted	Quarterly	80	-	20	55	5	• External moderator reports for verification of marking • List of subjects for which verification of marking was conducted per qualification
3.1.5: Number of offerings where moderation of SBA and ICASS is conducted per assessment body per qualification per examination cycle	Annual	150	-	-	-	150	• External moderator reports for moderation of SBA and ICASS • List of offerings moderated per assessment body per qualification per examination cycle
3.2.1: Percentage of accreditation outcomes for private education institutions finalised within 12 months of site visit	Annually	82%	-	-	-	82%	• Letters to institutions advising of the outcome of accreditation applications • Records of site visits conducted • Signed tracking forms • Minutes of ACC meetings
3.2.2: Percentage of private education institutions monitored after being granted accreditation	Annually	92%	-	-	-	92%	• Records of accreditation decisions made by the ACC • Records of institutions monitored

6.5 Reconciling Performance Targets with the Budget and MTEF

Pogramme 3: Quality Assurance and Monitoring	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimates		
Rand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Number of employees	52	46	48	49	49	49	49
Total	**70,267,803**	**70,383,454**	**76,083,446**	**82,415,334**	**86,002,592**	**89,702,082**	**93,571,792**
Compensation of employees	*23,953,503*	*23,561,748*	*23,833,122*	*25,184,653*	*27,083,391*	*28,426,113*	*29,844,785*
Salaries & wages	20,959,314	20,616,530	20,853,982	22,036,571	23,697,967	24,872,849	26,114,187
Social contributions	2,994,189	2,945,218	2,979,140	3,148,082	3,385,424	3,553,264	3,730,598
Goods and services	*46,314,300*	*46,821,706*	*52,250,324*	*57,230,681*	*58,919,201*	*61,275,969*	*63,727,007*
Communications	485,833	328,525	296,556	475,400	417,342	434,036	451,397
Consultants	54,270	529,191	632,868	890,500	1,110,441	1,154,859	1,201,053
Other	15,198,371	14,711,884	36,804,520	35,810,088	35,785,141	37,216,546	38,705,208
Travel and subsistence	30,575,826	31,252,106	14,516,380	20,054,693	21,606,277	22,470,528	23,369,349

6.5.1 Performance and Expenditure Trends

Programme 3: The Quality Assurance and Monitoring branch will use the allocated budget of **R86 002 592** to establish, maintain and improve standards of assessment in general and further education and training through various quality assurance processes; and to ensure quality assurance of provision and assessment through evaluation and accreditation of private institutions and assessment bodies. The utilisation of the budget will be monitored by the office of the Executive Manager in collaboration with the Chief Financial Officer's Office. (refer to page 31 more details).

PART C

LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER PLANS

PART C: LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER PLANS

Links to infrastructure plans

Umalusi is in the process of acquiring a project manager for the second Umalusi building. This will be followed by re-advertising the renovation tender to acquire a contractor. The tender was previously awarded as a turnkey project but was cancelled due to non-performance. The expected date of completion is March 2020.

Links to departmental plans

Umalusi is a quality assurance body for qualifications offered by the departments of education; therefore, development of its plans should take note of the education sector's priorities and targets in the NDP, MTSF and other sector plans. Umalusi is guided by strategy and priorities for the NQF 2011/12 issued by the Minister of Higher Education and Training. This plan is also linked to the strategy of the DBE.

Links to operational plans

This APP will be implemented through the units' operational plans and performance agreements of the officials of Umalusi. The achievement of the operational and personal plans will be monitored through quarterly review sessions and individual performance assessments.

ANNEXURE A

REVISIONS TO THE FIVE-YEAR STRATEGIC PLAN 2015/16–2019/20

The following changes to the Strategic Plan 2015-2019 were effected in the 2017/18 financial year.

ORGANISATIONAL PROGRAMMES AND SUB-PROGRAMMES

Umalusi's sub-programmes have been revised, as follows:

Old sub-programmes

Programme	Sub-programmes	
1. Administration	1.1	Governance and Office of the Chief Executive Officer
	1.2	Public Relations and Communications
	1.3	Information and Communication Technology
	1.4	Finance and Supply Chain Management
	1.5	Human Resources Management and Development
	1.6	Planning, Monitoring, Evaluation, Reporting and Knowledge Management
2. Qualifications and Research	2.1	Qualifications, Curriculum and Certification
	2.2	Statistical Information and Research
3. Quality Assurance and Monitoring	3.1	Quality Assurance of Assessment
	3.2	Evaluation and Accreditation

Revised sub-programmes

Programme	Sub-programmes	
1. Administration	1.1	Strategy and Governance
	1.2	Public Relations and Communications
	1.3	Information and Communication Technology
	1.4	Human Resources Management and Development
	1.5	Finance and Supply Chain Management
2. Qualifications and Research	2.1	Qualifications, Curriculum and Certification
	2.2	Statistical Information and Research
3. Quality Assurance and Monitoring	3.1	Quality Assurance of Assessment: School Qualifications
	3.2	Quality Assurance of Assessment: Post-School Qualifications
	3.3	Evaluation and Accreditation

STRATEGIC GOALS

The following changes have been effected in the Strategic Plan, under the sub-title Strategic Goals.

Old Goal 1

Strategic Oriented Goal 1	Improved organisational management, governance and financial viability to ensure high quality, effective and efficient delivery of Umalusi's mandate.
Goal Statement	The goal is to ensure that Umalusi is fully established, well-resourced and is a high-performance institution by 31 March 2020. The goal will be measured annually, through the following: • Implementation of effective policies, strategies and plans that comply with legislation, good corporate governance principles and improved organisational performance standards; • Efficient and effective fiscal, infrastructure and human resource planning and management to support the sustainability of Umalusi; • Optimally functioning institutional mechanism for delivery on its mandate; • Effective and efficient ICT service to advanced mandate of Umalusi; and • Clear leadership; and staff who feel empowered and committed to continuous improvement and enjoy a high level of morale.

Revised Strategic Goal 1

Strategic Oriented Goal 1	Improved organisational management, governance and financial viability to ensure high quality, effective and efficient delivery of Umalusi's mandate.
Goal Statement	The goal is to ensure that Umalusi is fully established, well-resourced-resourced and is a high-performance institution by 31 March 2020, through: • Ensuring compliance in the effective implementation of policies, strategies and plans in relation to applicable legislation, good corporate governance principles and improved organisational performance standards; • Improved efficient and effective fiscal, infrastructure and human resources planning and management, to support the sustainability of Umalusi.

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Old Goal 2

Strategic Oriented Goal 2	Improved assessment and quality assurance that is relevant and internationally benchmarked and which supports the nation's strategic interests for a highly skilled workforce and well-qualified citizens.
Goal Statement	The goal is to ensure that qualifications are fit for purpose, relevant and credible. This goal will be implemented through the following: • Developing, fostering and maintaining an integrated and transparent national framework for the recognition of learning achievements; • Ensuring that South African qualifications meet appropriate criteria, determined by the Minister, as contemplated in GFETQSF; • Ensuring that South African qualifications are of an acceptable quality; • Efficiently develop qualifications that are up to date. Information about candidates and qualifications will need to be accurate, accessible and easily managed by all those involved in the process, as appropriate; • Promote public and professional confidence in the integrity and relevance of certificates awarded; • Conduct and publish research on issues relevant to the development and implementation of issues on the sub-framework.

Revised Strategic Goal 2

Strategic Oriented Goal 2	Improved quality assurance processes that are relevant and internationally benchmarked.
Goal Statement	The goal is to ensure that qualifications are fit for purpose, relevant and credible. This goal will be implemented through the following: • Developing, fostering and maintaining an integrated and transparent national framework for the recognition of learning achievements; • Ensuring that South African qualifications meet appropriate criteria, determined by the Minister, as contemplated in GFETQSF; • Promoting public and professional confidence in the integrity and relevance of the qualifications through appropriate quality assurance processes; • Conducting research that is informed by the emerging needs of the education system so as to engage stakeholders towards innovative thinking; and • Quality assurance of provision through accreditation of private providers and monitoring of the public provision.

STRATEGIC OBJECTIVES

Programme 1: Administration

Strategic Objective 1.1 Old

Strategic objective	**1.1 To improve the effectiveness of corporate governance**
Objective statement	To improve administrative and governance services (Finance, HR, Communication) in order to support the mandate of Umalusi and to strengthen compliance and accountability.
Baseline	Finance: Zero deviations HR: Staff performance at Level 3 and above Communications: 100%
Justification	The administration functions drive the optimal operations of the department. Compliance with basic administrative legislations by these units leads to a functional organisation.
Links	Labour Relations Act No. 66 of 1995, as amended Performance Management and Development System Public Finance Management Act No. 1 of 1999, as amended Promotion of Access to Information Act No. 54 of 2007 Public Administrative Justice Act No. 3 of 2000 Protection of Personal Information Act No. 4 of 2013
Five-year target	Finance: An unqualified audit / clean audit; HR: 98% of staff performance at Level 3 and above; Communications: Eight platforms.

Strategic Objective 1.1 Revised

Strategic Objective	Same
Objective statement	To improve administrative and governance services (ICT, Finance, HR, Communication) in order to support the mandate of Umalusi and to strengthen compliance and accountability.
Baseline	Unqualified audit
Justification	Same
Links	Same
Five-year target	Unqualified opinion with no material findings

Strategic Objective 1.2.

This strategic objective is no longer relevant because all Programme 1 (Administration) sub-programmes contribute to strategic objective 1.1 in the revised Strategic Plan.

Programme 2: Qualifications and Research

Strategic Objective 2.1 Old

Strategic objective	2.1 To effectively manage the qualifications on the General and Further Education and Training Qualifications Sub-framework.
Objective statement	This objective ensures an enhanced status and quality of the national qualifications on the sub-framework which Umalusi develops, manages and certifies (intent). This objective is advanced by: developing new qualifications for registration on the GFETQSF (only as required); reviewing existing qualifications (only when required); evaluating the quality of curricula associated with the qualifications; and certifying and verifying achievement of those qualifications on an annual basis.
Baseline	The sub-framework was determined by the Minister in Gazette No. 36003, published 14 December 2012. Umalusi's policy for the GFETQSF came into effect when it was regulated in Government Gazette No. 38029, published 29 September 2014. The Umalusi Policy and Standards and Quality Assurance for General and Further Education and Training (published September 2014) also has reference. Others include regulated qualifications, published reports, developed GFETQSF-related policies; and certification and verification figures.
Justification	In terms of the NQF Act of 2008, Section 27 (e), Umalusi, as a quality council, is required to develop and manage the GFETQSF. In terms of the General and Further Education and Training Quality Assurance (GENFETQA) Act No. 58 of 2001, as amended in 2008, Umalusi is expected to "provide for control over norms and standards of curriculum" (long definition of the Act); and to issue certificates to candidates who have achieved qualifications or part-qualifications (Section 17A).
Links	NQF Act of 2009; the amended GENFETQA Act.
Five-year target	Umalusi will: 1. Include into its operational work the development and review of qualifications on the sub-framework as the need for these actions are identified; 2. Evaluate a determined number of curricula annually to strengthen the quality of education presupposed by the qualifications on the sub-framework; 3. Evaluate all candidate records submitted in terms of the qualification requirements of each of the qualifications Umalusi certifies; and 4. Verify all verification requests submitted annually.

Strategic Objective 2.1 Revised

Strategic objective	Same
Objective statement	To enhance the status and quality of the national qualifications on the sub-framework by developing new qualifications for registration on the GFETQSF, reviewing existing qualifications, evaluating the quality of curricula associated with the qualifications and certifying and verifying achievement of those qualifications on an annual basis.
Baseline	New qualifications developed and registered; Qualifications reviewed; Curricula evaluated; Candidate records evaluated and certificates issued; Qualifications' records verified.
Justification	In terms of the NQF Act of 2008, Section 27 (e), Umalusi, as a quality council, is required to develop and manage the GFETQSF.
Links	NQF Act of 2009; and the amended GENFETQA Act, in terms of which Umalusi is expected to "provide for control over norms and standards of curriculum" (long definition of the Act); and to issue certificates to candidates who have achieved qualifications or part-qualifications (Section 17A).
Five-year target	New qualifications developed and registered; Qualifications reviewed; Curricula evaluated; Candidate records evaluated and certificates issued; Qualifications records verified.

Strategic Objective 2.2 Old

Strategic objective	To undertake research projects annually in order to plan and strategise for the emerging needs of the quality council as well as the general and further education and training sector.
Objective statement	This strategic objective refers to conducting research projects either internally or managing such projects. The research projects are aimed at providing information on either operational issues at Umalusi, or issues falling within the mandate of Umalusi.
Baseline	Six research projects.
Justification	This objective is about ensuring that Umalusi conducts research projects that are aimed at confirming that its qualifications are internationally comparable and, further, that it helps to ensure continuous improvement of examinations at exit points. Published research strengthens information sharing and dissemination of recommendations to Umalusi stakeholders.
Links	The NQF Act of 2009 highlights that Umalusi must, in terms of its sub-framework, conduct or commission and publish research on issues relevant to the development and implementation of the GENFETQA Act, as amended.
Five-year target	To produce 35 research reports.

Strategic Objective 2.2 Revised

Strategic objective	**2.2: Conduct research on an annual basis to inform strategy.**
Objective statement	To undertake research projects annually in order to plan and strategise for the emerging needs of the quality council, as well as the general and further education and training sector.
Baseline	Same
Justification	Same
Links	Same
Five-year target	Same

Programme 3: Quality Assurance and Monitoring

Strategic Objective 3.1 Old

Strategic objective	**3.1. To ensure the credibility of the examination results of the qualifications registered in the GENFET sub-framework.**
Objective statement	To ensure that all assessment bodies meet the minimum standards across quality assurance of assessment processes in order to increase the credibility of examination results per examination cycle.
Baseline	One quality assurance report per qualification per assessment body per examination cycle.
Justification	To ensure compliance with quality standards.
Links	Section 17A of the amended GENFETQA Act states that: 1. The Council must assure the quality of assessment at exit points; 2. The Council must perform the external moderation of assessment of assessment bodies; 3. The Council may adjust raw marks during the standardisation process. The NQF Act No. 67 of 2008 Section 27 (h): a. The Council must, in respect of quality assurance within its sub-framework, do the following: • Develop and implement policy for quality assurance; • Ensure the integrity and credibility of quality assurance; • Ensure that quality assurance, as is necessary for the sub-framework, is undertaken.
Five-year target	To produce 50 reports.

Strategic Objective 3.1 Revised

Strategic objective	3.1. To ensure the credibility of the examination results of the qualifications registered on the GFETQSF.
Objective statement	To monitor and verify that all assessment bodies meet the quality assurance of assessment criteria and requirements in order to improve the credibility of examination results per examination cycle.
Baseline	Same
Justification	Same
Links	Same
Five-year target	Produce 70 reports on GETC, NSC, NATED, NC(V) and SC quality assurance of assessment processes (external moderation of examination question papers, monitoring of examination process, moderation of marking, monitoring the state of readiness and moderation of assessment results).

Strategic Objective 3.2 Old

Strategic objective	3.2. To quality assure the provisioning and assessment on the GFET sub-framework.
Objective statement	To improve the provisioning and assessment of qualifications on the GFET sub-framework by evaluating and pronouncing on applications received for accreditation annually.
Baseline	No baseline.
Justification	To ensure that all private institutions that apply to Umalusi are evaluated and responded to.
Links	• SASA instructs that all schools registered to offer qualifications on the GFETQSF must be accredited; • The GENFETQA Act, as amended, instructs that all private colleges must be accredited with Umalusi; • The GENFETQA Act, as amended, mandates Umalusi to quality assure all private institutions of education and independent assessment bodies that offer/assess qualifications on the GFETQSF.
Five-year target	One report each year.

Strategic Objective 3.2 Revised

Strategic objective	3.2 To quality assure the private provisioning of the qualifications registered on the GFETQSF.
Objective statement	To improve the provisioning of qualifications on the GFETQSF by evaluating and pronouncing on applications received for accreditation.
Baseline	Same
Justification	To ensure that all private institution applications for accreditation submitted to Umalusi are evaluated and responded to within the specified period.
Links	• Policy and Criteria for the Quality Assurance, Accreditation and Monitoring of Independent Schools and Private Assessment Bodies (2012); • Notice on the Criteria for Accreditation of Private FET Colleges, Adult Learning Centres and Assessment Bodies, as published by the Minister of Higher Education on 28 May 2010; • The GENFETQA Act, as amended, mandates Umalusi to quality assure all private institutions of education and independent assessment bodies that offer/assess qualifications on the GFETQSF.
Five-year target	Produce 13 comprehensive reports for AET, FET, IS and AB, covering all evaluation accreditation processes and outputs.

STRATEGIC OBJECTIVES: TECHNICAL DESCRIPTIONS

Programme 1: Administration

Item	Description
Strategic objective title	**1.1 To improve the effectiveness of corporate governance**
Short definition	The support given by the units in this programme (Strategy and Governance, PR&COMMS, F&SCM, HRM&D and ICT) enables Umalusi to perform all other activities optimally and efficiently. Most of the requirements are compliance with legislation and frameworks and putting systems and controls in place to ensure compliance. Effective and efficient systems will lead to a clean audit for the organisation.
Purpose/ importance	Strategic planning manages all performance information in the organisation (goals, objectives, activities, risks, indicators, outputs and overall tracking of performance). The Finance Unit ensures effective management of financial systems and compliance with the PFMA. The HRM&D Unit ensures optimum utilisation of the human resource component and compliance with all HR-related prescripts. The PR&COMMS Unit ensures effective communication of key organisational messages to internal and external stakeholders. ICT systems enable all units to function optimally using available technology.
Source/collection of data	Strategic planning: Strategic Plan, APP, quarterly reports, risk reports, internal and external audit reports; Finance: Quarterly financial reports, internal and external audit reports, Annual Report; HR: Quarterly HR reports; Communication: Different communication platforms (newsletters, website, email, radio, hotline, promotional materials, videos and social media); ICT: ICT infrastructure reports, operating systems' reports, ICT governance polices and frameworks.
Method of calculation	None
Data limitations	None
Type of indicator	Process and output
Calculation type	Non-cumulative
Reporting cycle	Annually
New objective	No; amended
Desired performance	The support given by the units in this programme (Strategic Planning, Finance, HR and Communication and ICT) enables Umalusi to perform all other activities optimally and efficiently.
Indicator responsibility	All Programme 1 Senior Managers and the Chief Financial Officer.

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Programme 2: Qualifications and Research

ITEM	DESCRIPTION
Strategic objective title	2.1 To effectively manage the General and Further Education and Training Qualifications Sub-framework.
Short definition	This objective ensures an enhanced status and quality of the national qualifications on the sub-framework that Umalusi develops, manages and certifies. This objective is advanced by: developing new qualifications for registration on the GFETQSF (only as required); reviewing existing qualifications (only when required); evaluating the quality of curricula associated with the qualifications; and certifying and verifying achievement of those qualifications, on an annual basis.
Purpose/ importance	To ensure the delivery of Umalusi's mandate, as stipulated in the NQF and amended GENFETQA Acts.
Source/collection of data	Curriculum and qualification reports, documents and resulting databases of the different assessment bodies.
Method of calculation	Count of reports on the management of qualifications, curricula and certification.
Data limitations	None
Type of indicator	Process and output
Calculation type	Cumulative
Reporting cycle	Annual
New objective	No; amended
Desired performance	Enhanced status and quality of the national qualifications on the sub-framework.
Indicator responsibility	Executive Manager: Qualifications and Research

ITEM	DESCRIPTION
Strategic objective title	2.2 Conduct research on an annual basis to inform strategy.
Short definition	This objective refers to conducting research projects, either internally or through managing such projects. The research projects are aimed at providing information on either operational issues at Umalusi or issues falling within the mandate of Umalusi.
Purpose/ importance	The importance of this work is to guide Umalusi in operational and strategic terms, providing research-based information to either the organisation or the stakeholders in the general and further education and training sector.
Source/collection of data	Actual publications; completed research reports/documents.
Method of calculation	None
Data limitations	None
Type of indicator	Process and output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No; amended
Desired performance	Completion of research projects undertaken and dissemination to the relevant stakeholders for utilisation.
Indicator responsibility	Executive Manager: Qualifications and Research

Programme 3: Quality Assurance and Monitoring

ITEM	DESCRIPTION
Strategic objective title	**3.1. To ensure the credibility of the examination results of the qualifications registered on the GFETQSF.**
Short definition	The objective aims to evaluate adherence to policies and directives for the quality assurance of assessment. The assessment bodies should meet the minimum standards set. Assessment bodies refers to public and private entities accredited and deemed accredited by Umalusi to conduct and administer national examinations for qualifications registered on the GFET sub-framework. Moderation is done per examination cycle, which refers to a period starting with the design phase – setting of question papers and registration of candidates – and includes moderation of SBA and monitoring of examinations. It concludes with the resulting phase (approval of the release of results and certification).
Purpose/ importance	The purpose of this objective is to ensure the credibility and integrity of examinations at exit points of the GFET sub-framework.
Source/collection of data	Quality assurance of assessment reports per assessment body per qualification.
Method of calculation	None – Actual Count of QAA reports
Data limitations	None
Type of indicator	Process and output
Calculation type	Non-cumulative
Reporting cycle	Per examination cycle: • GETC – Quarterly • NSC – Annual • NC(V) – Annual • NATED – Trimester • SC – 2nd Quarter
New indicator	Yes
Desired performance	To ensure that all assessment bodies comply with the relevant quality assurance policies and processes in all areas of assessment.
Indicator responsibility	Executive Manager: Quality Assurance and Monitoring

ITEM	DESCRIPTION
Strategic objective title	**3.2 To quality assure the private provisioning of the qualifications registered on the GFETQSF.**
Short definition	This objective is to ensure that all applications that are received are processed within 18 months of receipt. This will enable Umalusi to ascertain that applicants that apply to offer the qualifications are quality assured, by being evaluated and reported on. Independent assessment bodies that apply for accreditation to assess qualifications are evaluated and pronounced on at every milestone. These include a desktop evaluation, state of readiness appraisal and their conducting of pilot examinations, among others.
Purpose/ importance	This assists the organisation to ascertain whether private institutions of education meet the accreditation criteria to offer, or assess, the qualifications that Umalusi quality assures.
Source/collection of data	Evaluation reports; ACC report.
Method of calculation	Count of accreditation reports.
Data limitations	None
Type of indicator	Process and output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Comprehensive evaluation and accreditation reports for assessment bodies, independent schools, private colleges and private AET centres.
Indicator responsibility	Executive Manager: Quality Assurance and Monitoring

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ANNEXURE B

TECHNICAL INDICATOR DESCRIPTIONS

Programme 1: Administration

ITEM	DESCRIPTION
Indicator title	**1.1.1: Annual Performance Plan approved by 31 March each financial year.**
Short definition	This indicator measures the APP production process from the first draft until the plan is approved by 31 March of each year. Approval is done by the Minister of Basic Education. Note that the process of developing the plan for any year is done the year before. For example, the 2019/20 APP is submitted by 31 January 2019, but approved by the Minister around March 2019; however, the process of developing it takes place in the 2018/19 financial year.
Purpose/ importance	This indicator makes sure that Umalusi complies with the Public Finance Management Act (PFMA) in developing an APP that is approved and tabled in Parliament each year. This approval authorises Umalusi to implement the plan, which is to be reported on throughout the year.
Source/collection of data	• Final APP: Umalusi's letter of submission to DBE; • A copy of the printed APP that reflects the signature of the Minister of Basic Education; • A copy of the Umalusi APP submitted for approval and signed by the DBE *(Umalusi must request this submission from DBE);* • Draft APP: submission letter/email to DBE (August and November).
Method of calculation	No calculations required – proof of tabling as per Parliamentary Calendar.
Data limitations	Time lag of one year: for any given financial year (x), the APP must be developed and approved in the year prior (x-1). E.g. the 2019/20 APP is developed in 2018/19 and approved before 31 March 2019.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	To develop the APP in accordance with the PFMA and the applicable National Treasury requirements; and have it approved before implementation.
Indicator responsibility	Senior Manager: Strategy and Governance

ITEM	DESCRIPTION
Indicator title	**1.1.2: Quarterly reports submitted to the DBE and the National Treasury 30 days after the end of each quarter.**
Short definition	These are quarterly performance reports that are produced every quarter against targets set in the APP. For annual targets, progress is narrated to reflect the milestones reached. Note that the 4th quarterly report of the previous financial year is produced in April of a new financial year. E.g. in April 2019, Umalusi will produce the 4th quarterly report for 2018/19 as the first quarterly output in the 2019/20 financial year.
Purpose/ importance	This indicator ensures that Umalusi reports on its progress against the APP on a quarterly basis. The reports are submitted to the DBE and the National Treasury 30 days after the end of each quarter. The DBE submits the narrative reports to the National Treasury and the Department of Planning, Monitoring and Evaluation.
Source/collection of data	• Approved National Treasury quarterly report (Excel spreadsheet sign-off page); • Submission letter to DBE; • Emails to DBE and National Treasury; • The relevant quarterly report.
Method of calculation	No calculation required – proof of submission within 30 days of the quarter end.
Data limitations	The quarterly report of quarter X is reported in Quarter X+1. Therefore, the fourth quarterly report of 2018/19 will be reported in the first quarter of 2019/20.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To produce and submit four quarterly reports for the whole financial year.
Indicator responsibility	Senior Manager: Strategy and Governance

ITEM	DESCRIPTION
Indicator title	**1.1.3: Number of communication platforms used to communicate to stakeholder clusters within the GFETQSF to access information.**
Short definition	This indicator measures communication platforms used to communicate to stakeholder clusters. By communication platforms we mean electronic platforms, such as email; online platforms such as the website and social media such as Twitter and Facebook; and print platforms such as promotional material and newsletters. The platforms are as follows: Newsletters, Website, Social media, Email, Radio, Promotional materials – collateral (brochures, booklets) and Videos. Stakeholder clusters include policy makers such as portfolio committees of Parliament and the two Ministers of Education; policy implementers such as DBE, DHET, SAQA, CHE, QCTO, universities, assessment bodies, Umalusi staff etc.; policy beneficiaries such as learners and parents; and the general public. The GFET sub-framework refers to Levels 1–4 of the NQF, which falls within Umalusi's legislative mandate. Information means information about the GFET sub-framework.
Purpose/ importance	The purpose of this indicator is to make sure Umalusi communicates its key messages as widely as possible through different communication platforms or tools. This ensures that appropriate platforms and messages are used to target different audiences.
Source/ collection of data	<table><tr><th>Platforms</th><th>Source / Collection of Data</th></tr><tr><td>Newsletters (Makoya and What's Up)</td><td>• Hard copies of Makoya are disseminated to both internal and external stakeholders at meetings, workshops, seminars, exhibitions and conferences. An electronic copy of Makoya is available on the website; • An electronic copy of What's Up @ Umalusi is disseminated internally via email.</td></tr><tr><td>Website</td><td>• Monthly reports of web visits submitted to Council and executive management.</td></tr><tr><td>Social media</td><td>• Weekly updates posted on Facebook and Twitter and queries responded to as they come in; • Monthly reports of Facebook and Twitter accounts submitted to Council and executive management.</td></tr><tr><td>Email</td><td>Daily bulk emails sent to staff as requested by units and executive management.</td></tr><tr><td>Radio</td><td>Audio clips of advocacy campaigns on radio made available via the R-drive.</td></tr><tr><td>Promotional material</td><td>Disseminated and used during seminars, exhibitions, workshops and conferences, among others.</td></tr><tr><td>Videos</td><td>Placed on the R-drive, website and YouTube for easy access.</td></tr></table>
Method of calculation	Quarterly: Count of all platforms used. Annually: We take an average performance by adding all the quarterly outputs and dividing these by 4.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To enable all stakeholder groups to have access to information through various communication platforms.
Indicator responsibility	Senior Manager: Public Relations and Communications

ITEM	DESCRIPTION
Indicator title	**1.1.4: Percentage compliance with the requirements of the ICT Governance Framework.**
Short definition	This indicator refers to developing, evaluating and directing use of ICT strategies, policies, reports and plans within Umalusi, in line with the ICT Governance Framework. The framework provides a system by which the current and future use of ICT is directed and controlled. Percentage compliance is measured against the ICT Governance Framework requirements.
Purpose/ importance	The purpose is to institutionalise the governance of ICT as an integral part of corporate governance within departments and public entities in a uniform and coordinated manner, as detailed in the DPSA: ICT Corporate Governance Policy Framework. Umalusi, is therefore, institutionalising this framework.
Source/collection of data	• ICT Process Framework and Implementation Roadmap (spreadsheet) • Information Security Strategy • Information and Security Plan • ICT Migration Plan • User Satisfaction Survey report
Method of calculation	The total number of Governance Framework requirements achieved, divided by the total number of DPSA framework requirements x 100.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative: year-to-date
Reporting cycle	Biannual
New indicator	No
Desired performance	Full compliance with the DPSA ICT Corporate Governance Policy Framework.
Indicator responsibility	Senior Manager: ICT Infrastructure, Systems and Governance

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ITEM	DESCRIPTION
Indicator title	**1.1.5: Average percentage of performance agreements and assessment reports submitted on time.**
Short definition	This indicator measures the efficiency and compliance of performance management processes in the organisation. • Performance agreements must be completed and submitted to the HRM&D Unit not later than 31 March each year; • Mid-term reviews must be completed and submitted to the HRM&D Unit not later than 31 October each year; • Annual assessments must be completed and submitted to the HRM&D Unit not later than 30 April each year. *N.B. An agreement, mid-term review and annual assessment are complete when signed by the official, supervisor and moderator.*
Purpose/ importance	To implement the performance management and development system (PMDS) efficiently.
Source/collection of data	Register of submitted performance agreements (not later than 31 March); Register of submitted mid-term performance reviews (not later than 31 October); Register of submitted annual assessments (not later than 30 April).
Method of calculation	• Number of agreements submitted on time (not later than 31 March) divided by the total number of employees eligible for PMDS x 100; • Number of mid-term assessment reviews submitted on time (not later than 31 October) divided by the total number of employees eligible for PMDS x 100; • Number of annual assessments submitted on time (not later than 30 April) divided by the total number of employees eligible for PMDS x 100. ***Eligible employees:** Employees who completed a continuous 12 months' performance assessment cycle. Quarter 1 calculation: Add the calculated percentage of annual assessments submitted (a) to the calculated percentage of performance agreements submitted (b) and divide by 2. [(a + b)/2 = xx%]. Quarter 3 calculation: Calculate the total number of biannual assessments received on time and divide by the total number of employees eligible for biannual assessments x 100. Annual calculation: Calculate the overall average percentage by adding up all three percentages and dividing by 3 [(xx% for performance agreements + xx% for mid-term assessments + xx% for annual assessment)/3 = xx%]
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Biannually (April and October)
New indicator	No
Desired performance	Timeous submission of performance agreements and assessment reports.
Indicator responsibility	Senior Manager: Human Resources Management and Development

ITEM	DESCRIPTION
Indicator title	**1.1.6: Percentage of valid invoices of creditors and suppliers paid within 30 working days**
Short definition	This indicator measures the number of paid valid invoices within 30 days, as per National Treasury guidelines. Valid invoices are submitted by creditors and suppliers who rendered/ supplied goods and services (e.g. stationery, printing and repairs) to Umalusi. The 30 days will be calculated from the date of receipt of a valid invoice after goods and services have been accepted. Any invoice with a valid query* must be resolved before payment is made. Such invoices will be excluded from the population. After the query has been resolved, the 30-day period will be implemented. *Valid query communicated to the service provider
Purpose/ importance	To maintain compliance standards with National Treasury guidelines and regulations.
Source/collection of data	Register indicating all received and paid invoices of creditors and suppliers from the F&SCM Unit.
Method of calculation	Number of valid invoices paid within 30 days in the quarter under review, divided by the number of invoices received by the Finance Unit during the quarter x100.
Data limitations	Bulk invoices (e.g. cell phone, printing and copy costs) with the same date are captured on the statement information (e.g. date, number, total) and count as one invoice. Limitation in relation to receiving invoices that have errors or inaccuracies and cannot be paid; Invoices with an unresolved query; Limitation on when the 30-day period starts] where invoices relate to deposits and prepayments; Exclusion of claims from staff contracted by Umalusi.
Type of indicator	Output
Calculation type	Non-cumulative per quarter: cumulative for the year.
Reporting cycle	Quarterly
New indicator	No
Desired performance	Umalusi aims to pay 99% of invoices received from creditors and suppliers within 30 working days of receipt.
Indicator responsibility	Senior Manager: Finance and Supply Chain Management

Programme 2: Qualifications and Research

ITEM	DESCRIPTION
Indicator title	**2.1.1: Number of reports produced on the management of qualifications in the sub-framework.**
Short definition	This indicator measures the number of reports developed in relation to activities/developments on the management of qualifications in the GFETQSF. The reports cover the following aspects in the qualifications, curriculum and certification spectrum: developments/activities related to the evaluation of new qualifications and the review of existing qualifications, the appraisal of the curricula of the qualifications on the GFETQSF, all research undertaken on matters related to the management of qualifications on the GFETQSF, policy-related matters, the implementation of new qualifications, advocacy related to the GFETQSF, certificates issued and verification done for the registered qualifications.
Purpose/ importance	The reports serve as input regarding the management of the GFETQSF. The sum of documents proposed consolidates the work undertaken in support of the objectives of the NQF in a particular financial year.
Source/ collection of data	Reports on the management of qualifications in the sub-framework.
Method of calculation	Count of reports produced on the management of qualifications.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Development of reports reflecting the extent of the GFETQSF management initiatives.
Indicator responsibility	Senior Manager: Qualifications, Curriculum and Certification

ITEM	DESCRIPTION
Indicator title	**2.1.2: Number of curricula evaluated annually**
Short definition	This indicator means the number of South African curricula – past and present – under investigation, as well as international curricula used to benchmark local curricula.
Purpose/ importance	The purpose of curriculum evaluation is to benchmark the curricula associated with the qualifications on the GFETQSF, which Umalusi quality assures, to ensure that the curriculum is relevant, fit for purpose and internationally comparable. The research involves comparing the selected current curricula with the curricula they have replaced and with selected comparable international curricula. The research is used to strengthen national understanding of the quality of the curricula; to make recommendations for strengthening the curricula; and to use the findings to strengthen the quality of teaching and assessment.
Source/collection of data	• The reports on the evaluation or appraisal of selected curricula associated with one or more of the qualifications on the GFETQSF; • International curricula being used for the benchmark exercise.
Method of calculation	Count of reports evaluated.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To produce evaluation reports that guide education departments and institutions in teaching, assessing and strengthening curricula.
Indicator responsibility	Senior Manager: Qualifications, Curriculum and Certification

ITEM	DESCRIPTION
Indicator title	**2.1.3: Percentage of error-free learner records for which a certificate is printed annually.**
Short definition	Percentage of certificates issued to candidates who complied with the requirements for a qualification, as requested by their assessment body. The mainframe system is used to source the information for the indicator. The mainframe system contains the following types of records: candidate records received for certification; rejected; withdrawals withheld (Not printed due to none payment); passed; failed; and certificates printed. The indicator focuses only on records that are eligible for certification.
Purpose/ importance	The purpose of this indicator is to ensure that every learner who qualifies receives a certificate.
Source/collection of data	Datasets exported on Excel spreadsheets (i.e. reports from the mainframe certification system indicating the following information, per dataset processed): • Total number of transactions (candidate records) on the dataset; • Number of who passed one or more subjects and qualify for a certificate; • Number of transactions rejected (not certifiable); • Number of who have failed all subjects or have withdrawn • Number of withheld (Not printed due to none payment); • Number of certificates printed.
Method of calculation	• Number of certificates printed divided by number of learners who have passed one or more subjects and are eligible for a certificate, multiplied by 100. (I.e. Numerator: number of certificates printed; Denominator: number of learners who have passed one or more subjects and are eligible for certificates printed.)
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To print certificates for all who qualify for a certificate.
Indicator responsibility	Senior Manager: Qualifications, Curriculum and Certification

ITEM	DESCRIPTION
Indicator title	**2.1.4: Percentage of verification requests received that are completed in terms of the SLA: Two working days.**
Short definition	• Umalusi provides a service to contracted clients who submit requests for the verification of certificates that have been issued by Umalusi and by its predecessor, SAFCERT, since 1992. Clients submit requests in one of three formats (manual, electronic and full verifications), and Umalusi confirms the authenticity of the data submitted by the client, or indicates it is not able to do so. • The indicator refers to the percentage of requests for verification of qualifications completed within the established turnaround time. Umalusi receives verification requests from contracted clients and verifies these. Verification feedback is given to contracted clients within two working days via email.
Purpose/ importance	The indicator measures the efficiency of the verification service offered by Umalusi.
Source/collection of data	An Excel report from the email server indicating number of requests received for verification of qualifications; and verifications completed within two working days.
Method of calculation	Number of verification requests completed within the SLA (two working days) divided by the total number of verification requests received x 100.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To have 95% of verification requests processed within two working days.
Indicator responsibility	Senior Manager: Qualifications, Curriculum and Certification

ITEM	DESCRIPTION
Indicator title	**2.2.1: Number of research reports completed in various formats.**
Short definition	This indicator shows the number of reports on research findings, investigations or strategic internal or external support, published as printed reports, papers or digital-only reports, by the Statistical Information and Research (SIR) Unit within the specified financial year.
Purpose/ importance	To strengthen the delivery of the mandate of Umalusi as a quality council by conducting research that plans and strategises for the emerging needs of the quality council and the general and further education and training sector. It also provides a platform for research and statistical support to inform the Council's professional work and organisational strategy. It keeps the organisation up to date with developments and challenges within the sub-framework; and assists by providing recommendations for improvement.
Source/collection of data	• Completed research reports/documents/papers; • Findings from an instrument application; • The reviewed instruments and/or recommendations, towards the enhancement of processes.
Method of calculation	Count of completed reports in various formats.
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Completion of research reports.
Indicator responsibility	Senior Manager: Statistical Information and Research

Programme 3: Quality Assurance and Monitoring

ITEM	DESCRIPTION
Indicator title	**3.1.1: Number of quality assurance of assessment reports published for qualifications registered on the GFETQSF.**
Short definition	This indicator aims to measure the number of reports published relating to assessment bodies' compliance with Umalusi policies, across the quality assurance processes. Published means that the reports are placed on the Umalusi website and have an ISBN number. Assessment bodies are entities accredited by Umalusi, or deemed accredited, to conduct external summative assessment and to moderate SBA for qualifications registered on the GFETQSF. Qualification refers to a registered national qualification that consists of a planned combination of learning outcomes with a defined purpose or purposes, intended to provide qualifying learners with applied competencies. It is the basis for further learning, has been assessed in terms of exit-level outcomes registered on the NQF and has been certified and awarded by Umalusi. Quality assurance processes include moderation of question papers, monitoring of the state of readiness to manage, administer and conduct an examination, moderation of SBA and ICASS and verification of marking.
Purpose/ importance	The purpose of this process is to ensure compliance with the amended GENFETQA Act. It is important for Umalusi to report to assessment bodies on areas of compliance and to issue directives for compliance.
Source/collection of data	Quality assurance reports
Method of calculation	Count of reports published
Data limitations	Delays in the submission of monitoring and moderation reports by field workers.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that assessment bodies and institutions receive feedback about the quality assurance processes from Umalusi to enable them to improve on weaknesses expressed in the reports.
Indicator responsibility	Senior Manager: QAA: School Qualifications and Senior Manager: QAA: Post-School Qualifications

ITEM	DESCRIPTION
Indicator title	**3.1.2: Percentage of question papers approved per assessment body per qualification per examination cycle.**
Short definition	This indicator measures the percentage of question papers submitted by assessment bodies, per qualification, to Umalusi for external moderation and approval. Qualification refers to a registered national qualification that consists of a planned combination of learning outcomes with a defined purpose or purposes, intended to provide qualifying learners with applied competencies. It is the basis for further learning, has been assessed in terms of exit-level outcomes registered on the NQF and has been certified and awarded by Umalusi. Assessment bodies are entities accredited by Umalusi, or deemed accredited, to conduct external summative assessment and moderate SBA for qualifications registered on the GFETQSF. An examination cycle commences with the registration of candidates and includes the conduct, administration and management of examinations. It concludes with resulting. The date of moderation is the date of final approval on the final moderation report signed by the external moderator.
Purpose/ importance	The purpose of this quality assurance process is to ensure the credibility and integrity of examination question papers approved by Umalusi.
Source/collection of data	• External moderator reports/Declaration forms • List of question papers approved per qualification per assessment body per examination cycle.
Method of calculation	Number of question papers approved divided by number of question papers received to be quality assured x100.
Data limitations	It is an annual indicator; however, Umalusi has no control over assessment bodies' submission dates.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Umalusi will quality assure 100% of question papers received from assessment bodies.
Indicator responsibility	Senior Manager: QAA: School Qualifications and Senior Manager: QAA: Post-School Qualifications

ITEM	DESCRIPTION
Indicator title	**3.1.3: Number of assessment bodies audited for their state of readiness to conduct examinations.**
Short definition	In this indicator the number of assessment bodies refers to entities accredited by Umalusi, or deemed accredited, to conduct external summative assessment and to moderate SBA for qualifications registered on the GFETQSF. Auditing of state of readiness refers to the evaluation of the assessment bodies' processes so as to make a pronouncement on their readiness to conduct, administer and manage examinations for qualifications registered on the GFETQSF.
Purpose/ importance	The purpose of this process is to ensure that assessment bodies are ready to conduct, administer and manage examinations and assessments in a manner that will ensure the credibility and integrity of the final mark of the qualifications on the GFETQSF. This process includes evaluating the planning and resourcing of the assessment bodies.
Source/collection of data	• State of readiness reports; • List of audited assessment bodies.
Method of calculation	Count of state of readiness reports; and
Data limitations	Delays in the submission of reports by assessment bodies.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To ensure that assessment bodies conduct, administer and manage examinations and assessments in a manner that will ensure the credibility and integrity of the final mark of the qualifications on the GFETQSF.
Indicator responsibility	Senior Manager: QAA: School Qualifications

ITEM	DESCRIPTION
Indicator title	**3.1.4: Number of subjects for which verification of marking is conducted.**
Short definition	In this indicator the number of subjects refers to those subjects included in the verification of marking sample (as per the QAA plans). Verification is the process of measuring the compliance of an assessment body with policy/ regulations for marking. Assessment bodies are entities accredited by Umalusi, or deemed accredited, to conduct and moderate SBA for qualifications registered on the GFETQSF. The indicator intends to make a judgement on the quality of marking, thus ensuring credibility of the examination results.
Purpose/ importance	The purpose of this process is to ensure the credibility and integrity of the marking process of qualifications on the GFETQSF. This process includes the standardisation of the marking guidelines and the verification of the consistency of marking across marking centres.
Source/collection of data	• External moderator reports for verification of marking; • List of subjects for which verification of marking was conducted.
Method of calculation	Count of subjects for which verification of marking was conducted, per qualification.
Data limitations	Delays in the submission of moderation reports by field workers.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Verification of marking will be conducted and reported on with the aim of improving the quality of marking, thus ensuring reliability of assessment outcomes.
Indicator responsibility	Senior Manager: QAA: School Qualifications

ITEM	DESCRIPTION
Indicator title	**3.1.5: Number of offerings where moderation of SBA and ICASS is conducted per assessment body per qualification per examination cycle.**
Short definition	The number of offerings refers to the offerings (i.e. subjects, in the case of the NC(V); learning areas in the case of the GETC: ABET Level 4; and instructional offerings in the case of the NATED Report 190/191) sampled for moderation of SBA and ICASS. Moderation aims to measure the compliance of the assessment bodies/sites of learning to the SBA/ICASS requirements. SBA refers to internal assessment in the GETC: ABET Level 4, while ICASS refers to internal assessment in the NC(V) and NATED Report 190/191. SBA and ICASS are assessments set at national or site level, conducted and assessed at the sites of learning. Assessment bodies are entities accredited by Umalusi, or deemed accredited, to conduct and moderate SBA and ICASS for qualifications registered on the GFETQSF. An examination cycle commences with the registration of candidates, includes the conduct, administration and management of examinations and concludes with resulting.
Purpose/ importance	The purpose of this process is to ensure the credibility and integrity of the SBA and ICASS mark. This constitutes 25% to 50% of the final mark of the qualifications quality assured in post-school qualifications. SBA and ICASS are moderated to evaluate the status of this component. Umalusi provides feedback to the assessment bodies, with recommendations for improvement.
Source/collection of data	• External moderator reports for moderation of SBA and ICASS; • Lists of offerings (subjects, learning areas and instructional offerings) moderated per assessment body per examination cycle.
Method of calculation	Count of offerings (subjects, learning areas and instructional offerings) moderated per assessment body per qualification per examination cycle.
Data limitations	Number of registrations per offering per assessment body per examination cycle; lack of external moderators; and delays in submission of reports by external moderators.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	SBA and ICASS will be moderated and reported on per assessment body per qualification per examination cycle, with the aim of improvement.
Indicator responsibility	Senior Manager: QAA: Post-School Qualifications

ITEM	DESCRIPTION
Indicator title	**3.2.1: Percentage of accreditation outcomes for private education institutions finalised within 12 months of the site visit.**
Short definition	This indicator measures the percentage of accreditation reports presented to the ACC and the outcome signed by the CEO of Umalusi; or, in the case of a window period granted to improve, signed by the Senior Manager: Evaluation and Accreditation, within 12 months of the date of the site visit. The 12-month period may include site visits conducted in the 2018/19 financial year. However, as long as the report is presented to the ACC in the 2019/20 financial year and not deferred to the ACC meeting in the next financial year, the institution will be counted. An accreditation outcome refers to the recommendation of the ACC on the outcome of an application for accreditation from a private education institution. The outcome is presented to the CEO of Umalusi for a decision of "accreditation", "provisional accreditation" or "no accreditation", or the recommendation of a window period granted to the private education institution by the ACC and confirmed by the Senior Manager: Evaluation and Accreditation. A site visit is the process whereby teams of evaluators and subject specialists visit an institution to verify the implementation of evidence provided by the institution in their self-evaluation report. The private education institution must make payment prior to a site visit being conducted. "Private education institutions" refers to independent schools, private FET colleges and private AET centres that offer qualifications registered on the GFETQSF.
Purpose/ importance	The purpose of this process is to pronounce on the outcome of an application for accreditation by private education institutions; and to advise institutions that do not meet the minimum requirements of the conditions to be met for accreditation.
Source/ collection of data	• Electronic spreadsheet report reflecting dates of site visits conducted, registered names of institutions, accreditation outcomes and dates presented to ACC; • Minutes of ACC meetings; • Signed tracking forms; • Letters to institutions advising the outcome of accreditation applications.
Method of calculation	Total number of accreditation outcomes served at the ACC in a financial year and the outcomes signed by the CEO/SM that have been finalised within 12 months of the site visit (assessed on a report-by-report basis), divided by the total number of reports presented to the ACC in a financial year, plus reports for institutions that have not been submitted to the ACC within 12 months of the site visit, multiplied by 100. *N.B. Reports presented to the ACC and deferred or referred back to the ACC for a review of the decision, which review meeting falls into the next financial year, will be counted in the statistics of the meeting in the financial year in which the final, accepted, recommendation is made.*
Data limitations	Finalisation of reports may span different financial years, with the site visit conducted in one financial year and the outcome finalised in the next (i.e. 12 months following the site visit may overlap into the subsequent financial year). Reports presented to the ACC may be deferred by the ACC or referred back to the ACC, thus the meetings may span consecutive financial years.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To finalise 82% of accreditation outcomes within 12 months of conducting the site visit to a private education institution.
Indicator responsibility	Senior Manager: Evaluation and Accreditation

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ITEM	DESCRIPTION
Indicator title	**3.2.2: Percentage of private education institutions monitored after being granted accreditation.**
Short definition	This indicator measures the percentage of institutions monitored after being granted accreditation, to ensure ongoing compliance with the minimum requirements for accreditation. Each accredited institution is required to be monitored within three months of the biennial anniversary of their accreditation. "Monitoring" refers to a process of checking to ascertain whether accredited private education institutions have continued to maintain the minimum standards required for accreditation. "Accreditation" means the outcome of a quality assurance process of evaluating a private education institution to determine whether it has the capacity to offer a qualification, or programmes leading to a qualification, on the GFETQSF.
Purpose/ importance	It is important to ensure that institutions that have been accredited maintain the minimum standards for accreditation. This is done through monitoring of those private education institutions granted accreditation.
Source/collection of data	Records kept on R-drive: • Records of accreditation decisions made by the ACC; • Records of institutions monitored.
Method of calculation	Total number of institutions that are monitored in a financial year divided by the total number of accredited institutions required to be monitored within the financial year, multiplied by 100. *i.e. Numerator: No. of institutions monitored within the financial year* *Denominator: No. of institutions required to be monitored within the financial year x100=Achievement*
Data limitations	Some private education institutions close down or change ownership after accreditation.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To monitor 92% of every accredited institution biennially.
Indicator responsibility	Senior Manager: Evaluation and Accreditation