

UMALUSI



Council for Quality Assurance in
General and Further Education and Training



ANNUAL PERFORMANCE PLAN 2017/18

improving the quality
of South african education

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PERFORMANCE PLAN
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FOREWORD BY CHAIRPERSON OF COUNCIL

The period 2017/18 marks the mid-term of the current five-year term which ends in the 2019/20 financial year. This is, therefore, an opportunity to reflect on how far the entity has gone in meeting its projected five-year targets. Umalusi's plans for the rest of the term must, therefore, focus on addressing any areas of weakness identified, and working smarter in the remaining years by developing strategies that will address these challenges.

During the current financial year, 2016/17, Umalusi will celebrate its fifteen years of existence since 2001 when it took over from the South African Certification Council (SAFCERT). This entity has worked hard in executing its mandate and responsibilities of developing and quality assuring the General and Further Education and Training Qualifications Sub-Framework. Umalusi Council, as the Accounting Authority, has provided the necessary strategic direction and oversight on the development of policies that guide the operations of this organisation through various council committees.

Some of the highlights of the 2016/17 financial year include strengthening of the senior management cadre of the entity. Council approved the appointment of four senior managers who assumed duty on 1 April 2016. In just a few months, the impact of this decision on the operations of Umalusi is evident.

In the ensuing year, Council plans to continue supporting and ensuring that Umalusi strengthens its administration and governance, compliance to legal and regulatory requirements, internal policy development to ensure efficient execution of business, systems development to support the core functions of the organisation and business processes to streamline operations.

The Council extends its appreciation to the Chief Executive Officer and his staff for continuing to focus on the mandate of this Quality Council; and therefore, endorses the development of this Annual Performance Plan, and commits to support its implementation through rigorous monitoring processes.



Prof John Volmink

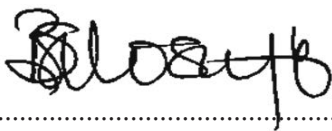
Umalusi Council Chairperson

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
- accurately reflects the performance targets which Umalusi will endeavour to achieve given the resources made available in the budget for 2017/18.

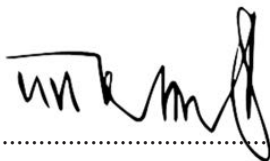
Ms Stella B Mosimege
Senior Manager – Strategic Planning and Reporting

Signature: 

Ms Jacomien Rousseau
Acting Chief Financial Officer

Signature: 

Dr Mafu S Rakometsi
Chief Executive Officer

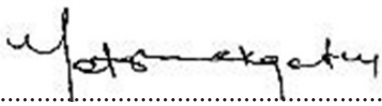
Signature: 

Prof John D Volmink
Umalusi Council Chairperson

Signature: 

Approved by:

Mrs Angie Motshekga, MP
Minister of Basic Education

Signature: 

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ABBREVIATIONS AND ACRONYMS

ABET	Adult Basic Education and Training
ACC	Accreditation Committee of Council
AET	Adult Education and Training
ANA	Annual National Assessments
APP	Annual Performance Plan
CEM	Council of Education Ministers
CEO	Chief Executive Officer
CHE	Council for Higher Education
DBE	Department of Basic Education
DHET	Department of Higher Education and Training
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
ECD	Early Childhood Development
FET	Further Education and Training
GCE	General Certificate in Education
GENFETQA	General and Further Education and Training Quality Assurance
GETC	General and Further Education and Training Certificate
GETCA	General Education and Training Certificate for Adults
GFET	General and Further Education and Training
GFETQSF	General and Further Education and Training Qualifications Sub-Framework
HR	Human Resources
HRM&D	Human Resource Management and Development
IAEA	International Association for Educational Assessment
IEB	Independent Examinations Board
ICT	Information and Communication Technology
INT	International
IS	Independent School
MIS	Management Information System
MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
NASCA	National Senior Certificate for Adults
NC(V)	National Certificate (Vocational)
NDP	National Development Plan
NQF	National Qualifications Framework
NSC	National Senior Certificate
NT	National Treasury
PED	Provincial Education Department
PFMA	Public Finance Management Act
QC	Quality Council
QCC	Qualifications, Curriculum and Certification
QCTO	Quality Council for Trades and Occupations
QRG	Qualifications Reference Group
QSC	Qualifications Standards Committee
SA	South Africa
SACAI	South African Comprehensive Assessment Institute
SACMEQ	Southern and Eastern Africa Consortium for Monitoring Educational Quality
SAQA	South African Qualifications Authority
SC	Senior Certificate
SCM	Supply Chain Management
TIMSS	Trends in International Mathematics and Science Study
TVET	Technical and Vocational Education and Training
WSP	Workplace Skills Plan

PART A: STRATEGIC OVERVIEW

1. Updated Situational Analysis

Umalusi, the quality council for General and Further Education and Training (GFET) is mandated to develop and manage the GFET Qualification sub-framework, develop and implement the quality assurance policies for curriculum, assessment, provision and certification; and conduct research related to the GFET qualifications sub-framework and make recommendations to the Ministers of Basic and Higher Education. In view of this mandate, the situational analysis of the current working environment is captured in the sub-sections below:

1.1 Performance Delivery Environment

1.1.1. Umalusi's Core Business

Umalusi's core business and operations are often misunderstood and associated only with the quality assurance of the National Senior Certificate examinations, an area that attracts a lot of public attention around December and January every year. The actual core business of Umalusi entails the following:

- a. Ensuring that the General and Further Education and Training Qualifications Sub-framework, which covers NQF levels 1 to 4 is developed, managed and maintained;
- b. Making proposals in relation to policies for the development, registration and publication of qualifications for this sub-framework according to the NQF Act;
- c. Quality assurance of qualifications and assessment within the sub-framework at all exit points;
- d. Maintaining a database of learner records, and submitting updates of the same to SAQA;
- e. Developing policies for quality assurance of assessment and standardisation;
- f. Issuing of certificates to learners who have achieved their respective qualifications;
- g. Developing policies for the accreditation of independent schools, private AET centres, private colleges and private assessment bodies;
- h. Undertaking strategic research to provide direction to the organisation and the education and training system nationally;
- i. Advising the Ministers of education and other stakeholders in the NQF space;
- j. Verification of all certificates issued since 1992 by SAFCERT, as well as all qualifications issued by Umalusi; and
- k. Advocating the sub-framework, its qualifications and the work of the quality council.

It is because of these functions that Umalusi establishes systems and processes that are credible to deliver on its mandate. As a quality council, the integrity of data and information produced by this organisation is not negotiable. An efficient ICT system is critical for creating a user-friendly platform to process applications for accreditation, verification of qualifications; and the certification of results for the relevant qualifications. If the ICT environment is neglected in this organisation, it will compromise the data of qualifications in the GFETQSF.

1.1.2 Demand for quality Education through the NDP, MTSF and Action Plan to 2019 Targets

Within the context of government mandates, Umalusi, as a Quality Council needs to work collaboratively with the Departments of Basic and Higher Education and Training in producing not just the required number of graduates in the different qualifications but also to make sure that these qualifications are relevant for the growth of the South African economy. Hence, through ongoing research and benchmarking exercises, Umalusi strives to remain relevant in the quality assurance of the GFET qualifications in the 21st century. To this end, this organisation endeavours to contribute to the work of the two departments of education in attaining the National Development Plan (NDP) goals and other government and sector mandates.

1.1.2.1 The National Development Plan's Goals and Targets

The National Development Plan requires the entire education sector to achieve certain targets, and Umalusi, as a Quality Council has a role to play in supporting the Departments of Basic and Higher Education and Training by insisting on and driving towards a steady improvement in the quality of education with respect to the following directives:

- a. A target of 450 000 learners being eligible for a Bachelors programme with mathematics and science.
- b. Tracking of learner performance through reporting and analysis of the Annual National Assessments (ANA) at Gr 3, 6 and 9 level and improving ANA over time to ensure appropriate feedback to learners and teachers and to bench mark performance over time.
- c. A target of 500 points in TIMSS by 2030.
- d. A target of 600 points in SACMEQ by 2022.
- e. Improve the South African position in international education rankings.

1.1.2.2 The Medium Term Strategic Framework (MTSF) 2014-2019

In terms of the MTSF, Outcomes 1 and 5 are relevant for Umalusi as a quality council responsible for qualifications offered by the Departments of Basic Education and Higher Education respectively.

1.1.2.3 Action Plan to 2019 Goals

- a. Goals 1-3 (mastery of literacy/languages and numeracy/mathematics in grades 3-9):
- b. Goals 4-6 (Grade 12 (NSC) performance in mathematics, science and bachelor passes):
- c. Goals 7-9: International tests on mathematics and languages

1.1.2.4 Possible areas of strategic intervention and participation to respond to the mandates

It is worth noting that Umalusi is not directly responsible for these targets, but that it works collaboratively with the relevant stakeholders to work towards attaining them. For Umalusi, the focus is not about the attainment of targets but about making sure that in pursuit of these targets, quality is not compromised with regard to all the qualifications in the sub-framework.

Umalusi is following a research-based and ecosystem approach aligned with the NDP principles. Through this approach, Umalusi will do the following:

- a. Report on the key indicators of quality and standards in general and further education and training.
- b. Respond to the needs and challenges in the system.
- c. Benchmark with practices and standards internationally.
- d. Improve the quality of the National Senior Certificate curriculum through research and feedback to the DBE.
- e. Continue evaluation of various curricula in the country and benchmarking against international curricula.
- f. Work with all Assessment Bodies to enforce, maintain and improve standards e.g. School Based Assessments.
- g. Compare the quality and standards of the current set of examinations with the previous ones in order to maintain consistency of standards.
- h. Make use of other international test results such as TIMSS and SACMEQ to do comparative research and to share the findings with DBE.
- i. Explore the use anchor items in standardizing the results from one year to the other.
- j. Promote the development of a GCE for the schooling system and promote the use of the revised NC(V) in comprehensive schools, technical schools and TVET colleges.
- k. Undertake a review of the NSC qualifications after its first 10 years in service towards the end of this 5-year term.
- l. Find strategies in conjunction with assessment bodies to address the issues of under-performing schools, TVET colleges and AET centres.
- m. Protect the quality of qualifications in the sub-framework by tightening policies dealing with quality assurance and accreditation of independent schools and other private centres of learning as a way of ensuring that teaching and learning takes place in appropriately qualified institutions.
- n. Ensure the meaningful implementation of the NASCA and GETCA in order to strengthen the adult stream in the GFETQSF.
- o. Training of all officials involved in the examinations, including moderators, evaluators, etc.

1.1.3 Three-Stream Model of the Department of Basic Education and the approach inherent in the General and Further Education and Training Qualifications Sub-framework

The National Development Plan (2011: 266 - 267) pointed to the need to address the high drop-out rate of learners from schools by allowing for an increase in the number of learners entering vocational and occupational pathways. To achieve this goal, the DBE has introduced a Technical Vocational stream in the FET Phase, and is preparing a Vocational Occupational stream in basic education.

Although the introduction of a three-stream model has been envisaged since 1995, with the publication of Education White Paper One, the streams for technical vocational and the vocational occupational programmes are only now being introduced alongside the academic stream.

Umalusi is of the view that the introduction of the three streams in basic education should be dealt with systematically as part of the larger process of rationalising and articulating the entire education system between the Department of Basic Education (DBE) and that of Higher Education and Training (DHET).

Umalusi strongly supports the principle of diversification in the last three years of schooling. It holds a slightly different view of what it prefers to call the three-pathway model, and it would encourage a more generous conception of vocational education that would include the uptake of 19 programmes associated with the reviewed NC(V) in comprehensive and technical schools. Such an approach would be greatly facilitated by the thoughtful introduction of a GCE that helps learners towards the end of their compulsory schooling to make informed educational choices in respect of the last three years of their education.

1.1.4 Challenges

Umalusi operations need to be understood in the context of the emerging and existing challenges that this entity has to grapple with. These include:

a. Non-regulated private institutions, especially AET: Private AET centres are not registered with the department, and therefore not regulated. Umalusi does not have control on this matter. This unregulated environment compromises the quality of the qualifications under the GFETQSF qualifications. Although the independent school sector is regulated, the problem is that there are a number of institutions that are operating as schools or providing services as schools do, but are not regulated – only the traditional school setup is regulated. There are institutions such as the rewrite centres, tutor centres, etc., which are not, regulated, which present accreditation challenges. A very close working relationship with Provincial Education Departments (PEDs) would go a long way in alleviating the challenge of unregistered independent schools.

b. Policy tensions with respect to the registration of private FET colleges: The Department of Higher Education and Training (DHET) requires that these sites be accredited before they can register with the DHET, whereas Umalusi needs to conduct site visits as part of the evaluation and accreditation process. This clash in policy disempowers Umalusi and compels it to award a two-year provisional accreditation to these institutions that are technically not in operation (there is no teaching and learning), and only apply for full accreditation after the 2 years. This challenge presents itself negatively during examination time, where Umalusi finds that such institutions are not ready for examinations. The DHET is being engaged on this matter to find a better solution.

c. Inaccurate learner records for certification from various assessment bodies: Umalusi notes, with concern that in any given year, a number of learner records submitted for certification are incorrect and have to be returned to Assessment Bodies for correction before certification can be done. Some records are returned several times before they reach a certifiable state. The problem is a lack of expertise in the national department and PEDs regarding certification, a challenge that currently goes unaddressed. It is desirable to have Assessment Bodies improving the correctness of learner records to afford every learner a chance to get their certificate within a short space of time after qualifying.

d. Group copying that happened in 2014 is an area of concern if it continues. In 2015, there was a decrease in the number of cases reported because the Provincial Education Departments put some measures in place to prevent this phenomenon. The other thing that threatens the credibility of examinations is the leakage of question papers that happened in 2015 and now in 2016. Some storage facilities pose a security risk due to non-compliance with the norms and standards for the packaging and storage of examination materials. As a Quality Council, these are high-risk areas that need to be addressed urgently with the relevant assessment bodies.

e. The continued existence of the NATED courses and the fact that they are examined three-times a year against weak and often outdated curricula remains a source of concern. The phasing out of the NSC (Colleges) at the beginning of 2018 removes the rationale for Umalusi's continued involvement in the quality assurance of the N-Courses Levels 1 – 3, which ought to have been phased out with the inception of the Occupational Qualifications Sub-framework.

1.2 Organisational Environment

1.2.1 Organisational Structure

Umalusi has experienced substantial growth of its staff establishment in the current financial year. Four new senior manager positions created in 2015/16 were filled with experienced individuals with effect from 1 April 2016. These include Strategic Planning and Reporting unit in the CEO's office, Finance and Supply Chain Management, Information and Communication Technology and lastly, Human Resource Management and Development. This change has strengthened the position of the entity in the management of programme 1, whose objective is to provide strategic and administrative leadership and support. An Executive Manager position for Qualifications and Research was also filled in May 2016. The current organisational structure facilitates streamlined leadership. The three Executive Management positions in the office of the CEO have created a critical governance structure which facilitates the smooth running of business in the national operations and the corporate services. A second senior manager position for QAA has been created and filled with effect from December 2016 to strengthen capacity in this area. These gains are bound to have a positive impact on the organisation in the years to come.

Despite strengthening the capacity at a senior management level, the entity experienced a loss of staff through a number of middle management resignations in the national operations units during the first quarter of the financial year. These critical positions have been filled in order to carry forward the critical work that needs to be undertaken.

1.2.2 Infrastructure

Due to the latest expansion of the organisational structure, the space at 37 General van Ryneveld Street cannot adequately accommodate everyone, hence, renovations of the second Umalusi building nearby are underway. This project is anticipated to be completed by the end of the current financial year, ready for occupation in the next financial year.

1.2.3 Information and Communication Technology

The entire public sector is expected to implement an ICT Governance Framework, and Umalusi, as a Public Entity, is no exception. Due to the lack of capacity, the Entity did not perform well in this area in the 2015/16 financial year in implementing phase 1 of the whole process. The appointment of a senior manager for ICT in 2016/17 was a strategic decision to strengthen this area of operation. Full compliance to the ICT governance framework is one of the priorities for 2017/18. To date the ICT Governance policy, Business Continuity Management policy, the ICT Charter, the Governance Framework and the ICT Project/Portfolio and Programme Management Framework have been approved by Council. Other related policies and plans are being developed to comply with the requirements of phase 1 and 2 as determined by the DPSA.

The core business of this Entity heavily relies on the functionality and efficiency of ICT systems to enable business processes for accreditation, evaluation, certification, and verification of qualifications. The ICT landscape at Umalusi is continuously being improved to cater for the varying needs of these core functions. The Entity boasts a solid ICT infrastructure and an ever evolving and user-friendly Management Information System that benefits the entire organisation viz., online certification, online verification, online application for accreditation, leave management and e-recruitment.

1.2.4 Financial Management

To improve efficiency in the financial management area, the Supply Chain Management function, which used to be decentralised across the units has been centralised in the 2016/17 financial year. This decision was taken to mitigate a number of risks that were identified through the Internal audit process in the last two years.

1.2.5 Risk Management

As a Quality Council, the credibility of the outputs of this organisation are highly dependent on proper risk management. A concerted effort has been made to review the existing risks, and to monitor them on a regular basis. This has culminated in the establishment of a small committee to coordinate risk management on a monthly basis, in order to strengthen the work of risk champions. This entity monitors its risk registers on a quarterly basis and the Audit and Risk Committee receives the risk reports quarterly to provide guidance on how the entity can continuously improve. Capacity building of Risk Owners is critical during the current and ensuing financial years.

1.2.6 Governance

The organisation has made significant progress in improving its strategic focus in working towards a clean audit. Financial management has been strengthened to improve compliance to legislation in all the work that Umalusi undertakes. The management of performance information through the APP, quarterly reports, systems for data collection and reporting, development of Standard Operating Procedures are some of the newly introduced business process initiatives instituted at Umalusi in the current financial year. In terms of achieving targets in the Annual Performance Plan, 68% achievement rate was made in 2015/16, and systems are in place to make sure that more targets are achieved at the end of this financial year and the subsequent years.

1.2.7 Other core business achievements

In terms of the core business, Umalusi's outputs on verification of certificates have grown over the last three financial years; by the end of March 2016, 320 273 verifications had been processed, a staggering increase of 44 652 verification compared to two years ago in 2013/14. This is evidence that Umalusi is meeting the needs of employers and tertiary institutions through the validation of qualification records.

2 Revisions to Legislative and other Mandates

2.1 Legislative Mandates

There is no legislation affecting Umalusi that is under review.

2.2 Policy

The following policies are under review:

- 2.2.1 The Policy and Criteria for the Quality Assurance, Accreditation and Monitoring of Independent Schools and Private Assessment Bodies: The process is at an advanced stage where the draft policy is already out for public comment.
- 2.2.2 All internal policies on evaluation and accreditation of Independent Schools, FET, AET and Private Assessment Bodies are under review.
- 2.2.3 Policy for the Quality assurance of assessment of qualifications registered on the GFETQSF.
- 2.2.4 Policy Framework for the Quality Assurance of Assessment for Qualifications on the GFETQSF.

2.3 Regulations

- 2.3.1 Regulations to support the Policy and Criteria for the Quality Assurance, Accreditation and Monitoring of Independent Schools and Private Assessment Bodies.
- 2.3.2 Regulations to support the Policy Framework for the Quality Assurance of Assessment for the Quality Assurance of Assessment for the Qualifications on the GFETQSF.

2.4 Relevant Court Rulings

Mokoena v/s the Minister

Mashiyamahle Secondary School in KZN launched an application in which it sought the immediate release of the 2014 NSC results that were withheld due to allegations of group copying. The Minister of Basic Education was the first respondent, the KZN MEC and DBE were the second and third respondents respectively with Umalusi standing in as the fourth respondent. The case sat in the Durban High Court on 20 October 2016.

3. Overview of 2017/18 Budget and MTEF Estimates

Programme	Audited outcomes				Adjusted appropriation	Medium-term expenditure estimates		
	2013/14 ¹	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
Rand								
Programme 1: Administration	-	44,681,252	47,790,434	53,711,284	56,396,848	59,667,865	63,009,266	
Programme 2: Qualifications and Research	-	21,349,770	21,834,713	28,372,231	29,790,843	31,518,711	33,283,759	
Programme 3: Quality Assurance and Monitoring	-	66,143,948	71,676,465	73,106,727	76,762,063	81,214,264	85,762,262	
	-	132,174,970	141,301,612	155,190,242	162,949,754	172,400,840	182,055,287	
Capital expenditure		1,426,953	2,779,862	62,648,609	-	-	-	
Income		137,927,991	146,035,657	141,858,570	157,162,913	166,277,867	175,589,443	
Accreditation Fees	-	11,618,204	14,661,010	5,779,325	12,199,114	12,906,663	13,629,436	
Grant - Department of Basic Education	-	107,354,000	112,705,000	118,678,000	124,612,000	131,839,000	139,222,000	
NCV / N3 certification fees / Private FET Colleges	-	1,611,183	-	2,433,400	2,555,070	2,703,264	2,854,647	
NSC and SC certification fees / Private Assessment bodies	-	3,116,881	2,655,626	1,375,400	2,788,407	2,950,135	3,115,342	
Verification services	-	8,447,540	9,886,461	10,580,000	11,109,000	11,753,322	12,411,508	
Other income	-	379,896	341,230	-	-	-	-	
Interest	-	3,411,036	3,764,206	727,376	1,500,000	1,587,000	1,675,872	
Rental income	-	1,989,251	2,022,124	2,285,069	2,399,322	2,538,483	2,680,638	
Internal funding	-	-4,326,068	-1,954,183	75,980,281	5,786,841	6,122,973	6,465,844	
Surplus funds	-	-4,326,068	-1,954,183	75,980,281	5,786,841	6,122,973	6,465,844	

¹Information for 2013/14 was not available in the current program structure.

3.1 Expenditure Estimate

Economic classification	Audited outcomes				Adjusted appropriation		Medium-term expenditure estimates		
	2013/14 ²	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20		
Rand									
Current payments	-	132,174,969	141,301,612	155,190,242	162,949,754	172,400,840	182,055,287		
Compensation of employees	-	49,949,940	53,948,292	69,505,899	72,981,194	77,214,103	81,538,093		
Salaries and wages	-	49,949,940	53,948,292	56,871,837	59,715,429	63,178,924	66,716,944		
Social contributions	-	-	-	12,634,062	13,265,765	14,035,179	14,821,149		
Goods and services	-	82,225,029	87,353,320	85,684,343	89,968,560	95,186,737	100,517,194		
Advertising	-	1,060,874	794,620	1,029,000	1,080,450	1,143,116	1,207,131		
Audit costs	-	243,449	264,181	300,000	315,000	333,270	351,933		
Bank charges	-	170,189	304,190	300,000	315,000	333,270	351,933		
Board costs	-	167,287	255,918	235,000	246,750	261,062	275,681		
Catering: internal activities	-	166,706	218,131	153,000	160,650	169,968	179,486		
Communication	-	3,747,612	3,070,511	4,903,701	5,148,886	5,447,522	5,752,583		
Computer services	-	7,900,360	10,752,223	11,703,064	12,288,217	13,000,934	13,728,986		
Consultants	-	6,563,452	6,459,035	6,365,336	6,683,603	7,071,252	7,467,242		
Legal fees	-	233,698	397,848	200,000	210,000	222,180	234,622		
Non-life insurance	-	149,611	361,929	400,000	420,000	444,360	469,244		
Printing and publication	-	4,054	28,734	115,000	120,750	127,754	134,908		
Property payments	-	2,439,530	3,084,104	2,815,000	2,955,750	3,127,184	3,302,306		
Repairs and maintenance	-	1,858,004	1,078,838	900,000	945,000	999,810	1,055,799		
Training and staff development	-	1,424,582	1,031,121	1,194,720	1,254,456	1,327,214	1,401,538		
Travel and subsistence	-	21,795,671	21,178,596	18,860,920	19,803,966	20,952,596	22,125,942		
Venues and facilities	-	4,505,607	4,394,330	3,459,639	3,632,621	3,843,313	4,058,538		
Other unclassified expenditure ³	-	29,794,343	33,679,011	32,749,963	34,387,461	36,381,932	38,419,322		
Total	-	132,174,970	141,301,612	155,190,242	162,949,754	172,400,840	182,055,287		

²Information for 2013/14 was not available in the current program structure.

³Included in other expenditure is the honorariums paid to contracted staff appointed as moderators, monitors, evaluators, verifiers, curriculum evaluators, and researchers.

3.2 Materiality and Significance

Materiality

The Council has taken into account the following factors in determining the Umalusi's level of materiality:

- The nature of Umalusi's business;
- Statutory requirements affecting Umalusi;
- The 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 401 993⁴ and above being about 1% of revenue to report in terms of Subsection 55 (1)(d) regarding 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;

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

⁴Based on the audited figure of revenue for 2015/16

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

4 Programme 1: Administration

Programme Purpose:

Provide strategic leadership, management, and administrative support services to the Entity.

4.1 Sub-programmes

This programme consists of the following sub-programmes:

- **Governance and Office of the Chief Executive Officer** – provides good corporate governance of the organisation and supports the functions of the Council; reports on the performance against the Strategic and APP targets and evaluates both organizational performance and programmes.
- **Public Relations and Communications** – ensures that Umalusi's mandate and sub-framework is understood by both internal and external stakeholders.
- **Information and Communication Technology** – provides for the Information and Communications Technology (ICT) needs and requirements of Umalusi.
- **Finance and Supply Chain Management** – renders effective and efficient financial management and administrative support to Umalusi and ensures the management of the flow of goods and services. In addition, it safeguards/ensures that all SCM regulations are adhered to and there is no fruitless and wasteful expenditure.
- **Human Resource Management and Development** - ensures optimum and efficient utilization and development of Human Capital and provides an advisory service on matters pertaining to organisational effectiveness and development, individual performance management, sound employee relations, employee health and wellness, as well as effective and efficient recruitment, selection and placement services including research, development and implementation of human resources policies and practices.

4.2 Key Focus Areas for 2017/18

4.2.1 Strategic Planning and Reporting

The focus will be on implementing the policy on managing performance information and reviewing the policy where necessary. A significant amount of time will be spent on training staff on planning and reporting principles and the business processes thereof as captured in the Performance Information policy. Systems for reporting will be developed with the assistance of the ICT unit, in order to streamline all reporting. The Annual Performance Plan for 2018/19 will be developed during the year and the quarterly reports for 2017/18 will be improved throughout the year. The risk management processes will be integrated into units' plans for the remaining years of this five-year term.

4.2.2 Public Relations and Communications

The PR and Communications unit is continuously looking for new and innovative ways to facilitate the communication of key organisational messages to all Umalusi stakeholders. To achieve this in the 2017/18 financial year, the unit will focus on maximizing the use of the following communication platforms: internal and external newsletters, website, social media, publications, intranet, bulk email, LCD screens, audio-visual material and radio. Furthermore, the PR and Communications unit plans to intensify its advocacy strategy by developing advocacy plans for each national operations unit including the office of the CEO. These will include: provincial roadshows, exhibitions, workshops and seminars.

4.2.3 Information and Communication Technology

The focus for this financial year is to strengthen the ICT governance implementation by concluding the Information and Communication Technology security, business continuity and maturity management strategies and policies. The objective of Umalusi in this capability is to provide system-wide assurance, enable integrated digital service delivery and deliver sustainable business savings. The ICT strategic plan will provide the important benefits, such as, aligning technology with Umalusi's business goals, to enable a direct contribution to the organisation's strategic objectives.

The mission of Umalusi on information Security is to design, implement and maintain an information security platform that protects the systems, services and data against unauthorized use, disclosure, modification, damage and loss. The drive will be on engaging the Umalusi community to establish an appropriate information security governance structure that enables collaboration and support for new information security initiatives. Umalusi recognizes that all of the above mentioned initiatives have a direct connection with the business continuity management in an event that business is disrupted. This means it is critical to manage components such as networks, servers, desktop and laptop computers and wireless devices and the ability to run both office efficiency and enterprise software at all times. Therefore, recovery strategies for information technology will be developed so that technology can be restored in the event of a disaster or disruption.

4.2.4 Finance and Supply Chain Management

In order to centralise Supply Chain Management within the entity, additional employees were transferred into the unit at the end of 2015/16. In 2016/17 to strengthen the unit to deal with the demands of Supply Chain Management, some vacant positions within the unit were converted to establish an assistant manager exclusively for Supply Chain Management. The extent of these reallocations and conversion within the Supply Chain Unit will be fully effective in 2017/18.

The strategic objective of programme 1 is to achieve a clean audit by 2019/20. This will only be achieved if all policies and procedures are in place and properly communicated to all employees and contacted staff. The unit will continuously focus on improving policies, procedures and communication in 2017/18 to achieve this target by 2019/20.

4.2.5 Human Resource Management and Development

The main focus is to ensure that the electronic management system is implemented in line with Umalusi file plan, a less than 10% vacancy rate is achieved and the appointment of staff in line with Umalusi Employment Equity targets.

The development and implementation of the retention and succession plans will be prioritised to ensure the retention of organisational memory.

The unit will also ensure that individuals are being performance managed, training needs are identified and implemented to ensure the achievement of Umalusi's strategic objectives.

4.3 Strategic Objectives Annual Targets for 2017/18

Strategic Objective	Audited/ Actual Performance			Estimated Performance		Medium term targets	
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
To improve the effectiveness of Corporate Governance	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	Clean audit

4.4 Programme Performance Indicators and Annual Targets for 2017/18

Programme Performance Indicator	Audited/ Actual Performance		Estimated Performance		Medium term targets		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Strategic Objective 1.1: To improve the effectiveness of Corporate Governance							
Objective Statement: To improve administrative and governance services (CT, Finance, HR, Communication Strategic Planning) in order to support the mandate of Umalusi and to strengthen compliance and accountability.							
1.1.1: Annual Performance Plan approved by 31 March.	New	New	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
1.1.2: Quarterly reports submitted to the NT and DBE 30 days after end of quarter	New	New	New	4 quarterly reports submitted to the NT and DBE 30 days after end of quarter	4 quarterly reports submitted to the NT and DBE 30 days after end of quarter	4 quarterly reports submitted to the NT and DBE 30 days after end of quarter	4 quarterly reports submitted to the NT and DBE 30 days after end of quarter
1.1.3 Number of communication platforms used to communicate to stakeholder clusters within the GFET sub-framework to access information	New	5	5	7	8	8	8
1.1.4: Percentage compliance against the requirements of the ICT Governance Framework	New	New	New	New	80%	90%	100%
1.1.5: Average percentage of performance agreements and assessment reports submitted on time	New	New	100%	100%	100%	100%	100%
1.1.6: Percentage of service providers paid within 30 days	New	100%	92%	100%	100%	100%	100%

4.5 Quarterly Targets

Performance Indicators	Reporting Frequency	Annual Target 2017/18				Quarterly Targets			
		Q1	Q2	Q3	Q4				
1.1.1: Annual Performance Plan approved by 31 March.	Quarterly	2018/19 AP approved by March 2018	-	1st draft 2018/19 APP for submitted to NT and DBE	2nd draft APP for 2018/19 submitted to NT and DBE	3rd draft APP for 2018/19 submitted to NT and DBE	Final draft APP for 2018/19 submitted to NT and DBE		
1.1.2: Quarterly reports submitted to NT and DBE 30 days after end of quarter	Quarterly	4 quarterly reports submitted to the NT and DBE 30 days after end of quarter	4th quarterly report for 2016/17 submitted by 30/04/2017	1st quarterly report for 2017/18 submitted by 31/07/2017	2nd quarterly report for 2017/18 submitted by 31/10/2017	3rd quarterly report for 2017/18 submitted by 31/01/2018			
1.1.3: Number of communication platforms used to communicate to stakeholder clusters within the GFET sub- framework to access information	Quarterly	8	8	8	8	8	8		
1.1.4: Percentage compliance against the requirement of the ICT Governance Framework	Quarterly	80%	77%	78%	79%	80%			
1.1.5: Percentage of performance agreements and assessment reports submitted on time	Bi-Annually	100%	100%	-	100%	-			
1.1.6: Percentage of service providers paid within 30 days	Quarterly	100%	100%	100%	100%	100%	100%		

4.6 Reconciling Performance Targets with the Budget and MTEF

Programme 1: Administration	Audited outcomes					Adjusted appropriation	Medium-term expenditure estimates		
	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	
Rand									
Number of employees	42	42	57	57	57	57	57	57	57
Total									
Compensation of employees									
Salaries & wages	-	44,681,251	47,790,434	53,711,284	56,396,848	59,667,865	63,009,266	33,228,415	
Social contributions	-	18,697,455	18,698,990	23,103,544	24,258,722	25,665,727	27,103,008		
Goods and services									
Communication	-	-	-	5,221,510	5,482,585	5,800,575	6,125,407		
Computer services	-	25,983,796	29,091,445	25,386,230	26,655,541	28,201,563	29,780,850		
Consultants	-	1,415,390	1,846,200	2,185,009	2,294,259	2,427,326	2,563,257		
Depreciation	-	7,900,360	10,752,223	11,703,064	12,288,217	13,000,934	13,728,986		
Repairs and maintenance	-	1,329,419	1,724,597	1,226,841	1,288,183	1,362,898	1,439,220		
Training and staff development	-	3,012,148	3,487,174	-	-	-	-		
Travel and subsistence	-	1,858,004	1,078,838	900,000	945,000	999,810	1,055,799		
Other	-	1,424,582	1,031,121	1,194,720	1,254,456	1,327,214	1,401,538		
	-	1,625,668	2,916,701	1,881,833	1,975,925	2,090,528	2,207,598		
	-	7,418,224	6,254,591	6,294,763	6,609,500	6,992,853	7,384,452		

5 Programme 2: Qualifications and Research

Programme Purpose: To develop and manage an efficient and effective General and Further Education and Training Qualifications Sub-framework within the NQF and to undertake strategic research in support of that goal

5.1 Sub-programmes

- **Qualifications, Curriculum and Certification (QCC):** to provide for the development, and/or the review of qualifications; the formulation of policy related to the management of the GFETQSF and the NQF; the review and evaluation of the curricula associated with the national qualifications; certification of learners and the verification of qualifications.
- **Statistical Information and Research (SIR):** To provide a platform for research, statistical support and maintenance of learner databases in order to inform the council's professional work and organisational strategy.

5.2 Key Focus Areas for 2017/18

5.2.1 Qualifications, Curriculum and Certification

In the coming year, Umalusi will complete the Longitudinal Study of the four phases of the school curriculum that leads to the NSC. This work will feed in to the review proposed for the NSC once it has been in the system for a decade. The work envisaged for the coming year will include the finalization of the NC(V) review and advocacy for its role in the national education and training system as the vocational qualification of choice; an engagement with the DBE on the development of the GCE at NQF Level 1, and support towards the implementation of the NASCA and the GETCA by the DHET. Appraisals of the technical subjects will prepare Umalusi for the 2018 standardization of examinations, as will work on South African Sign Language. Umalusi will complete its international benchmarking of Mathematical Literacy and provide guidance in respect of the role of English in the schooling system.

Support will be offered to the DBE in finalizing the regulations for the Senior Certificate (as amended) in order to ensure that candidates are able to combine the old SC subjects with those of the amended qualification. Support will be offered to the DHET in respect of the certification of the NC(V). Private assessment bodies will be monitored in respect of their certification processes and systems.

5.2.2 Statistical Information and Research

In terms of the research mandate, the SIR unit intends to conduct research that plan and strategise for emerging needs of the Quality Council and the GFET sector. The main aim is to provide a platform for research, statistical support and maintenance of learner databases in order to inform the council's professional work and organisational strategy. The main focus in the 2017/18 financial year will be on the investigation of early childhood education as intended and enacted in the Early Childhood Development (ECD) sector as well as the development of a learner profile and attainment construct for learners from Grade R to final exit at Grade 12. The research will include the cross-mapping of expected entry-level requirements and intended exit-level outcomes. In both the ECD investigation and the longitudinal study on intended learner attainment, are imagined to a collaborative investigation involving the DBE, DHET, higher education institutions and representation from various stakeholders.

Intended research towards the improvement of current standardisation and statistical moderation practices includes alternative ways of standardising subjects with a practical component. The 2017/18 financial year will also see the finalisation of research into the NSC as predictor of success in higher and further education. In terms of local and international collaboration, the NQF impact study and joint research initiatives with higher education institutions and national and international research associations will receive dedicated attention.



5.3 Strategic Objectives Annual Targets for 2017/18

Strategic Objective	Audited/ Actual Performance				Estimated performance	Medium term targets		
	2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
2.1: To effectively manage the General and Further Education and Training Qualifications Sub-Framework	New	New	New	New	New	3 reports on the management of qualifications, curriculum and certification	3 reports on the management of qualifications, curriculum and certification	3 reports on the management of qualifications, curriculum and certification
2.2: To undertake research projects annually as informed by the needs of the Quality Council and the GFET sector.	New	New	New	New	New	Research conducted as informed by sector needs	Research conducted as informed by sector needs	Research conducted as informed by sector needs

5.4 Programme Performance Indicators and Annual Targets for 2017/18

Programme Performance Indicator	Audited/ Actual Performance			Estimated performance			Medium term targets	
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Strategic Objective 2.1: To effectively manage the General and Further Education and 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, reviewing 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	New	New	3	3	3	
2.1.2: A report produced on the status of curriculum-related work	New	New	New	New	A report on curriculum related work	A report on curriculum related work	A report on curriculum related work	
2.1.3: Percentage of datasets with return datasets created within the turnaround time of 21 working days	New	New	New	New	95%	95%	95%	
2.1.4: Percentage of correctly submitted learner records per qualification per year	New	New	New	New	75%	75%	75%	
2.1.5: Percentage of error-free learner records for which a certificate is printed, annually ⁵	100%	100%	100%	100%	75%	75%	75%	
2.1.6: Percentage of verification requests received that are completed within the SLA (2 working days) ⁶	100%	100%	100%	100%	95%	95%	95%	
Strategic Objective 2.2: Conduct research on an annual basis to inform strategy								
Objective Statement: To undertake research projects annually as informed by the needs of the Quality Council and the GFET sector.								
2.2.1: Number of research reports completed in various formats	New	New	6	6	7	8	8	

⁵This indicator is worded differently from 2015/16 and 2016/17 indicator but they all measure the same thing
⁶This indicator is worded differently from 2015/16 and 2016/17 indicator but they all measure the same thing

5.5 Quarterly Targets

Performance Indicators	Reporting Frequency	Annual Target 2017/18				Quarterly Targets			
		Q1	Q2	Q3	Q4				
2.1.1: Number of reports produced on the management of qualifications in the sub-framework	Quarterly except Q4	3	1	1	1	-			
2.1.2: A report produced on the status of curriculum-related work	Annually	A report on curriculum related work	-	-	-	A report on curriculum related work			
2.1.3: Percentage of datasets with return datasets created within the turnaround time of 21 working days	Quarterly	95%	95%	95%	95%	95%			
2.1.4: Percentage of correctly submitted learner records per qualification per year	Quarterly	75%	75%	75%	75%	75%			
2.1.5: Percentage of error-free learner records for which a certificate is printed annually	Quarterly	75%	75%	75%	75%	75%			
2.1.6: Percentage of verification requests received that are processed within the SLA (2 working days)	Quarterly	95%	95%	95%	95%	95%			
2.2.1 Number of research reports completed in various formats	Annually	7	-	-	-	7			

5.6 Reconciling Performance Targets with the Budget and MTEF

Programme 2: Qualifications and Research	Audited outcomes				Adjusted appropriation		Medium-term expenditure estimates			
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
Rand										
Number of employees	27	27	29	29	29	29	29			
Total		21,349,770	21,834,712	28,372,231	29,790,843	31,518,711	33,283,759			
Compensation of employees		9,603,903	11,295,801	13,929,871	14,626,365	15,474,694	16,341,277			
Salaries & wages		9,603,903	11,295,801	2,507,377	2,632,746	2,785,445	2,941,430			
Social contributions		-	-	11,422,494	11,993,619	12,689,249	13,399,847			
Goods and services		11,745,867	10,538,911	14,442,360	15,164,478	16,044,017	16,942,482			
Communication		1,760,550	738,478	1,972,332	2,070,949	2,191,064	2,313,763			
Consultants		5,405,497	4,906,650	4,060,000	4,263,000	4,510,254	4,762,828			
Losses from sale of assets		-	-	108,380	-	-	-			
Travel and subsistence		2,487,686	2,462,191	2,007,410	2,107,781	2,230,032	2,354,914			
Other ⁷		2,092,135	2,323,212	6,402,618	6,722,748	7,112,667	7,510,977			

⁷Included in other expenditure is the honorariums paid to contracted staff appointed as curriculum evaluators and researchers.

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 Sub-programmes

This programme consists of the following sub-programmes:

- **Quality Assurance of Assessment (QAA):** Establish, maintain and improve standards in assessment through quality assurance processes in the General and Further Education and Training.
- **Evaluation and Accreditation (E&A):** To provide for the quality assurance of provision through evaluation, accreditation of private assessment bodies and private institutions of education.

6.2 Key Focus Areas for 2017/18

6.2.1 Quality Assurance of Assessment

In 2017/18, the following processes and activities will be undertaken towards the quality assurance of assessment:

- Conducting joint training of Umalusi external moderators and DBE internal moderators;
- Quality assurance of practical assessment and technical subjects as well as sign language;
- Appointment of external moderators for the NSC, GETC, SC, NATED and NC(V);
- Review of the strategy for monitoring the conduct, administration and management of examinations;
- Review the strategy for the moderation of SBA;
- Review of external moderation instruments and introduce electronic instruments for monitoring of examinations and SBA moderation;
- Gazetting the "Policy framework for the Quality Assurance of Assessment of qualifications registered on the GFETQSF".
- Gazetting of Regulations.
- Implementation of the reviewed 2016 Directives, Policy, Guidelines and Requirements for the quality assurance of assessment;
- Review contracts for all newly appointed NSC external moderators to a period of 5 years;
- Monitoring the marker selection process for the NSC, GETC, SC, NATED and NC(V) external moderators and making recommendations of the review of the marker selection criteria to the DHET and DBE; and
- Reviewing the strategy for the monitoring of the state of readiness to administer examinations across assessment bodies.

6.2.2 Evaluation and Accreditation

The policy and regulations relating to the criteria on quality assurance, accreditation and monitoring independent schools and private assessment bodies was submitted to the Minister of Basic Education for approval and gazetting for public comment. The process was finalised in October 2016. The unit will finalise the policy by taking into account comments received and submit the revised version to the Minister for approval and gazetting. The reviewed policy and regulations will be implemented from the beginning of the financial year (2017-2018).

The policy for the accreditation of Private Colleges and Private Adult Learning Centres will be reviewed and together with newly developed regulations will be presented to the Minister of Higher Education and Training for approval and gazetting.

The entity will implement the process of non-certification of learners who sat for the NSC examination at non-accredited independent schools. This is in line with Regulations pertaining to the conduct, administration and management of the National Senior Certificate Examination (Gazette No. 31337 of 29 August 2008 as amended), Chapter 5, Paragraph 26A which states 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". All independent Schools were informed of the envisaged implementation of the regulation and were given the whole of 2016 to apply for accreditation from Umalusi.

In order to expedite the evaluation and accreditation process the entity will expand the evaluation teams by appointing regional teams to evaluate the Independent schools.

The unit will engage with private colleges and private Adult learning centres in preparation for the implementation of the enforcement of the regulation which requires Private Colleges to be accredited by Umalusi before they can be registered as examination centres. The sanction will be enforced at the end of 2018.

6.3 Strategic Objectives Annual Targets for 2017/18

Strategic Objective	Audited/ Actual Performance				Estimated performance			Medium term targets		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
3.1: To ensure the credibility of the examination results of the qualifications registered on the GFETQSF.	New	New	New	QAA reports produced per qualification, per assessment per examination cycle	QAA reports produced per qualification, per assessment per examination cycle	QAA reports produced per qualification, per assessment per examination cycle	QAA reports produced per qualification, per assessment per examination cycle	QAA reports produced per qualification, per assessment per examination cycle	QAA reports produced per qualification, per assessment per examination cycle	QAA reports produced per qualification, per assessment per examination cycle
3.2: To quality assure the private provisioning and assessment of the qualifications registered on the GFETQSF.	New	New	New	One (1) comprehensive report for AET, FET and IS	Three (3) comprehensive reports, one each for private Assessment Bodies, IS and private colleges	Three (3) comprehensive reports, one each for private Assessment Bodies, IS and private colleges	Three (3) comprehensive reports, one each for private Assessment Bodies, IS and private colleges	Three (3) comprehensive reports, one each for private Assessment Bodies, IS and private colleges	Three (3) comprehensive reports, one each for private Assessment Bodies, IS and private colleges	Three (3) comprehensive reports, one each for private Assessment Bodies, IS and private colleges

6.4 Programme Performance Indicators and Annual targets for 2017/18

Programme Performance Indicator	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
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							
3.1.1: Percentage of the question papers submitted that are quality assured per assessment body per qualification per examination cycle.	New	New	New	New	GETC DHET 100% IEB 100% BAA 100%	GETC DHET 100% IEB 100% BAA 100%	GETC DHET 100% IEB 100% BAA 100%
3.1.2: Number of Quality Assurance of Assessment reports produced per qualification per assessment body per examination cycle.	New	New	New	New	NSC 100% DBE 100% IEB 100% SACAI 100%	NSC 100% DBE 100% IEB 100% SACAI 100%	NSC 100% DBE 100% IEB 100% SACAI 100%
					NC(V) DHET 100%	NC(V) DHET 100%	NC(V) DHET 100%
Strategic Objective: To quality assure the private provisioning and assessment of the qualifications registered on the GFETQSF					NATED DHET 100%	NATED DHET 100%	NATED DHET 100%
					SC DBE: 100%	SC DBE: 100%	SC DBE: 100%
3.2.1: Number of comprehensive reports completed annually on the accreditation of independent schools	New	New	New	New	GETC 5	GETC 5	GETC 5
					NSC 3	NSC 6	NSC 6
					VET 3	NATED 2	NATED 2
					SC 1	SC 1	SC 1
3.2.2: Number of	New	New	New	New	NATED/NCV 1	NATED/NCV 1	NATED/NCV 1
Objective Statement: To improve the provisioning and assessment of qualifications on the General and Further Education and Training sub-framework by evaluating and pronouncing on applications received for accreditation							
3.2.1: Number of comprehensive reports completed annually on the accreditation of independent schools	New	New	New	New	1	1	1
3.2.2: Number of	New	New	New	New	1	1	1

6.5 Quarterly Targets

Performance Indicators	Reporting Frequency	Annual Target 2017/18				Quarterly Targets			
		Q1	Q2	Q3	Q4				
3.1.1: Percentage of the question papers submitted that are quality assured per assessment body per qualification per examination cycle.	Quarterly	100% DHET 100% IEB 100% BAA	100% DHET	20% IEB 100% BAA	50% IEB				
	3 rd quarter	100% NSC DBE 100% IEB 100% SACAI	-	100% DBE 100% IEB 100% SACAI	-				
	4th quarter	100% NC(V) DHET:	-	50% DHET:	50%				
	2 nd , 3 rd , 4 th quarter	100% DHET	32%	36%	32%				
	1 st quarter	100% SC DBE	100%	-	-				
	Quarterly	5 GEIC 6 NSC 2 NATED 1 SC 1 NATED/NCV	1 DHET	2 GEIC 3 NSC 1 NATED	1 NATED 1 SC 3 NSC 3 GEIC				
	Annual	1	-	-	1				
	Annual	1	-	-	1				
	Annual	1	-	-	1				
	3.1.2: Number of Quality Assurance of Assessment reports produced per qualification per assessment body per examination cycle.	Quarterly	100%	-	-	-			
3.2.1: Number of comprehensive reports on the accreditation of Independent schools produced annually	Annual	1	-	-	1				
3.2.2: Number of comprehensive reports on the accreditation of private colleges produced annually	Annual	1	-	-	1				
3.2.3: Number of comprehensive reports on the accreditation of private Assessment Bodies produced annually	Annual	1	-	-	1				

6.6 Reconciling Performance Targets with the Budget and MTEF

Programme 3: Quality Assurance and Monitoring	Audited outcomes					Adjusted appropriation	Medium-term expenditure estimates		
	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	
Rand									
Number of employees	58	58	58	58	58	58	58	58	58
Total									
Compensation of employees									
Salaries & wages	-	66,143,948	71,676,465	73,106,727	76,762,063	81,214,263	85,762,262		
Social contributions	-	21,648,583	23,953,502	27,250,974	28,613,523	30,273,107	31,968,401		
	-	21,648,583	23,953,502	22,345,799	23,463,089	24,823,948	26,214,089		
	-	-	-	4,905,175	5,150,434	5,449,159	5,754,312		
Goods and services									
Communication	-	44,495,366	47,722,963	45,855,753	48,148,501	50,941,146	53,793,861		
Consultants	-	571,673	485,833	746,360	783,678	829,132	875,563		
Travel and subsistence	-	1,417,428	861,599	1,078,495	1,132,420	1,198,100	1,265,194		
Other ⁸	-	17,682,317	15,799,705	14,971,677	15,720,261	16,632,036	17,563,430		
	-	24,823,948	30,575,826	29,059,221	30,512,181	32,281,888	34,089,674		

⁸Included in other expenditure is the honorariums paid to contracted staff appointed as moderators, monitors, evaluators, and verifiers.

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

Links to Infrastructure Plans

Umalusi does not have any long term infrastructure plans. Currently, the Entity is renovating a newly acquired building to accommodate the entire Corporate Services units, i.e. the Chief Financial Officer, Finance and Supply and Management, Information Communication and Technology and Human Resources Management and Development. This project is anticipated to end around March 2017, ready for occupation either in the last quarter of 2016/17 or first quarter of the next financial year. These infrastructure plans were possible because Umalusi is using its reserve funds as approved by the National Treasury and the Minister of Basic Education to acquire additional premises along with renovations to accommodate additional staff and ensure efficiency operations.

Links to Departmental Plans

Umalusi has taken note of the Guidelines on Strategy and Priorities for the NQF 2011/2012 from the Minister of Higher Education and Training. The National Development Plan, the Medium Term Strategic Framework (MTSF) and the Action Plan to 2019 of the Department of Basic Education have been used in this plan to align the work done by Umalusi.

Links to the Operational Plans

The Annual Performance Plan Indicators and targets are translated into detailed micro plans for all the units. Each Senior Manager's Performance Agreement is linked to the Indicators and targets in the APP. The achievement of the APP targets will form a crucial part of senior managers' performance assessments. Performance of both the APP and Operational Plans targets is tracked through the Quarterly Performance Reviews which are conducted 2 weeks after the end of each quarter.

PART D: ANNEXURES

ANNEXURE A: TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: ADMINISTRATION

ITEM	DESCRIPTION
Indicator title	1.1.1: Annual Performance Plan approved by 31 March.
Short definition	This indicator measures the Annual Performance Plan production processes from the first draft until the plan is approved by 31 March of each year. Approval is done by the Minister of Basic Education. <i>Note that the process of developing the plan for any year is done the year before. Therefore, the 2017/18 APP will be submitted by 31 January but will be approved by the Minister around March 2017 (the process of developing it takes place in the 2016/17 financial year).</i>
Purpose/ importance	This indicator makes sure that Umalusi complies with the PFMA in developing an Annual Performance Plan that is approved and tabled in Parliament each year. This approval gives Umalusi a go-ahead for the contents of the plan to be implemented and reported upon throughout the year.
Source/collection of data	A copy of the Annual Performance approved by the Minister of Basic Education Minister's approval on the DBE submission for tabling of the APP in Parliament A copy of the signed DBE submission for approval of the Umalusi APP
Method of calculation	No calculations required: A copy of the approved APP and approval letter or submission from DBE.
Data limitations	Time lag of one year: For any given financial year (x), the APP has to be developed and approved in the year before (x-1). E.g. the 2017/18 APP is developed in 2016/17 and approved before 31 March 2017
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual (with quarterly draft APP submissions)
New Indicator	New
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: Strategic Planning and Reporting



ITEM	DESCRIPTION
Indicator title	1.1.2: Quarterly reports are submitted to NT and DBE 30 days after the end of 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 done in April of any new financial year. E.g. in April 2017, Umalusi will produce the 4th quarterly report for 2016/17 as the first quarterly output in the 2017/18 financial year.
Purpose/ importance	This indicator makes sure that Umalusi reports on its progress against the Annual Performance Plan on a quarterly basis. The reports are submitted to the National Treasury and the Department of Basic Education 30 days after the end of each quarter. The Department of Basic Education submits the reports to the National Treasury and the Department of Planning Monitoring and Evaluation.
Source/collection of data	Approved National Treasury quarterly reports (Excel Spreadsheet Sign off page) Submission letters to DBE and National Treasury The relevant quarterly report
Method of calculation	Count of reports
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New Indicator	New
Desired performance	To produce and submit four (4) quarterly reports for the whole year
Indicator responsibility	Senior Manager: Strategic Planning and Reporting



ITEM	DESCRIPTION																		
Indicator title	1.1.3 Number of communication platforms used to communicate to stakeholder clusters within the GFET sub-framework to access information.																		
Short definition	<p>The indicator measures communication platforms that are used to communicate to stakeholder clusters. By communication platforms we mean the following:</p> <ul style="list-style-type: none"> • electronic platforms such as hotline and email. • online platforms such as website and social media (such as Twitter, Facebook) • print platforms such as promotional material and newsletters. • The Platforms are as follows: <ol style="list-style-type: none"> 1. Newsletters (Makoya and What's Up) 2. Website 3. Social media 4. Email 5. Radio 6. Hotline 7. Promotional Materials - Collateral (brochures, booklets) 8. Videos <p>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 etc.; Policy Beneficiaries such as learners and parents; Umalusi staff; General public.</p> <p>The GFET sub-framework refers to NQF levels 1-4 of the National Qualifications Framework which falls within Umalusi's legislative mandate. Information means information about the GFET sub-framework.</p>																		
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 border="1"> <thead> <tr> <th>Platforms</th> <th>Source / Collection of Data</th> </tr> </thead> <tbody> <tr> <td>Newsletters (Makoya and What's Up)</td> <td> <ul style="list-style-type: none"> • Hard copies of Makoya are disseminated to both internal and external stakeholders at meetings, workshops, seminars exhibitions and conferences. Soft copy of Makoya is placed on the website. • Soft copy of What's Up at Umalusi is disseminated internally via email. </td> </tr> <tr> <td>Website</td> <td> <ul style="list-style-type: none"> • Changes on the website made as requested by units and weekly updates done by replacing outdated content with new content. • Monthly reports of web visits submitted to Council and Executive Management. </td> </tr> <tr> <td>Social Media</td> <td> <ul style="list-style-type: none"> • 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>Hotline</td> <td>Copies of hotline reports disseminated to relevant units and monthly reports submitted to Executive Management and the Risk Committee.</td> </tr> <tr> <td>Promotional Material</td> <td>Disseminated and used during seminars, exhibitions, workshops, conferences etc.</td> </tr> <tr> <td>Videos</td> <td>Placed on the R-Drive, Website, and YouTube for easy access.</td> </tr> </tbody> </table>	Platforms	Source / Collection of Data	Newsletters (Makoya and What's Up)	<ul style="list-style-type: none"> • Hard copies of Makoya are disseminated to both internal and external stakeholders at meetings, workshops, seminars exhibitions and conferences. Soft copy of Makoya is placed on the website. • Soft copy of What's Up at Umalusi is disseminated internally via email. 	Website	<ul style="list-style-type: none"> • Changes on the website made as requested by units and weekly updates done by replacing outdated content with new content. • Monthly reports of web visits submitted to Council and Executive Management. 	Social Media	<ul style="list-style-type: none"> • 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. 	Email	Daily bulk emails sent to staff as requested by units and executive management.	Radio	Audio clips of advocacy campaigns on radio made available via the R-drive	Hotline	Copies of hotline reports disseminated to relevant units and monthly reports submitted to Executive Management and the Risk Committee.	Promotional Material	Disseminated and used during seminars, exhibitions, workshops, conferences etc.	Videos	Placed on the R-Drive, Website, and YouTube for easy access.
Platforms	Source / Collection of Data																		
Newsletters (Makoya and What's Up)	<ul style="list-style-type: none"> • Hard copies of Makoya are disseminated to both internal and external stakeholders at meetings, workshops, seminars exhibitions and conferences. Soft copy of Makoya is placed on the website. • Soft copy of What's Up at Umalusi is disseminated internally via email. 																		
Website	<ul style="list-style-type: none"> • Changes on the website made as requested by units and weekly updates done by replacing outdated content with new content. • Monthly reports of web visits submitted to Council and Executive Management. 																		
Social Media	<ul style="list-style-type: none"> • 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. 																		
Email	Daily bulk emails sent to staff as requested by units and executive management.																		
Radio	Audio clips of advocacy campaigns on radio made available via the R-drive																		
Hotline	Copies of hotline reports disseminated to relevant units and monthly reports submitted to Executive Management and the Risk Committee.																		
Promotional Material	Disseminated and used during seminars, exhibitions, workshops, conferences etc.																		
Videos	Placed on the R-Drive, Website, and YouTube for easy access.																		
Method of calculation	Count of all the platforms used.																		
Data limitations	None																		
Type of indicator	Output																		
Calculation type	Non-cumulative																		
Reporting cycle	Quarterly																		
New Indicator	No - revised																		
Desired performance	To enable all stakeholder groups to have access to information through various communication platforms.																		
Indicator responsibility	Senior Manager: PR and Communications																		

ITEM	DESCRIPTION
Indicator title	1.1.4: Percentage compliance against the requirements of the ICT Governance Framework
Short definition	The Governance framework provides a system by which the current and future use of ICT is directed and controlled. It involves evaluating and directing the plans for the use of ICT to support the organisation and monitoring of ICT to achieve the entity's mandate. It includes the strategy and policies for using ICT within Umalusi. 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 in a uniform and coordinated manner as entailed 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) All approved policies and plans that have been achieved against the DPSA Framework e.g. <ul style="list-style-type: none"> • ICT Strategic Plan • ICT security strategy and plan • Umalusi's Business Continuity Strategy and Plan • ICT Management Framework (the list is long; see the Framework spreadsheet)
Method of calculation	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 indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	Umalusi to be fully compliant with the DPSA ICT Corporate Governance Policy Framework
Indicator responsibility	Senior Manager: ICT Infrastructure, Systems and Governance

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 of performance management processes in the organisation Performance Agreements must be completed and submitted not later than the 2nd week of April each year to the HRM & D unit. Mid-term reviews must be completed and submitted not later than the 3rd week of October each year to the HRM & D unit. Annual Reviews must be completed and submitted not later than the 2nd week of April each year to the HRM & D unit.
Purpose/importance	To implement the performance management and development system efficiently
Source/collection of data	Register of submitted performance agreements Register of submitted mid-term performance reviews Register of submitted annual assessments
Method of calculation	<ul style="list-style-type: none"> Number of agreements submitted on time (by end of week 2 of April) divided by the total number of employees eligible for PMDS x 100 Number of mid-term assessment reviews submitted on time (by week 2 of October) divided by total number of employees eligible for PMDS x 100 Number of annual assessments submitted on time (by end of week 2 of April) divided by the total number of employees eligible for PMDS x 100 Then calculate the overall average percentage by adding up all the 3 percentages and dividing them by 3
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-Annually (April and October)
New Indicator	Yes
Desired performance	100% submission of Performance Agreements and assessment reports on time
Indicator responsibility	Senior Manager: HRM & D

ITEM	DESCRIPTION
Indicator title	1.1.6 : Percentage of Service providers paid within 30 days
Short definition	Service providers are referred to as suppliers for goods and services, e.g. stationary, printing repairs. This also includes external moderators, evaluators, consultants and researchers. The 30 days will be calculated from the date of receipt of invoice and claims in the finance unit.
Purpose/importance	To contribute to the growth of the economy of the country through supporting SMMEs and professional service providers.
Source/collection of data	Register of all invoices received in the Finance unit. Register of all paid invoices
Method of calculation	Number of service providers paid in the quarter under review within 30 days from the date of receipt on invoice by finance divided by Number of service providers paid in the quarter X 100
Data limitations	Invoices and claims that have errors of inaccuracies that cannot be paid;
Type of indicator	Output
Calculation type	Non- cumulative
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	All invoices and claims received and paid within 30 days of receipt
Indicator responsibility	Senior Manager: Finance & SCM

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	<ul style="list-style-type: none"> The reports for this indicator consist of a combination of the minutes of the three Qualifications Standards Committee meetings held annually plus the report that goes to the Council directly following the QSC meeting. Any qualifications or Umalusi NQF and/or sub-framework-related policies that are finalised during the course of the financial year will be included as annexures. Finally, where either of the Ministers or any of the NQF stakeholders have been advised in respect of the management of qualifications on the GFETQSF, these will be included in a separate Annexure.
Purpose/ importance	<p>These reports serve as input regarding the management of the GFETQSF to Council three times a year, and through Council, to SAQA, the two other QCs, the Departments of education and the private assessment bodies.</p> <p>The sum of documents proposed consolidates the work undertaken in support of the objectives of the NQF in a particular financial year.</p>
Source/ collection of data	<ul style="list-style-type: none"> QSC minutes QSC reports to Council Submissions to Council related to the management of the sub-framework Any qualifications or Umalusi NQF and/or sub-framework-related policies that are finalised during the course of the financial year Written advice offered by Umalusi to the Minister(s) of Education (DBE and/or DHET), SAQA, QCTO, CHE regarding the NQF-related issues and/or qualifications registered on the NQF
Method of calculation	Count of reports produced on the management of qualifications
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly excluding quarter 4
New Indicator	Yes
Desired performance	1 report quarterly to Council to reflect the extent of the GFETQSF management initiatives
Indicator responsibility	Senior Manager: Qualifications, Curriculum and Certification



ITEM	DESCRIPTION
Indicator title	2.1.2: A report produced on the status of curriculum-related work.
Short definition	A single annual report which provides an overview of curriculum -related work including: <ul style="list-style-type: none"> • Progress on curriculum projects initiated, underway and completed • Written advice offered by Umalusi as the Quality Council for General and Further Education and Training to one or both Ministers of Education in respect of curriculum development, specific curricula, curriculum implementation and/or teacher development • New or reviewed policies in respect of curriculum development and/or evaluation, and • Promotion and uptake of curriculum findings.
Purpose/ importance	The purpose of the report on curriculum -related work undertaken by Umalusi is to provide an overview of the extent to which the organization is committed to understanding the national curricula associated with its qualifications and providing research-based inputs for the improvement of curricula. Umalusi has a variety of activities which it undertakes to strengthen the quality of national curricula. These include research for curriculum evaluation, curriculum benchmarking and quality assurance. The organization also undertakes smaller scale studies which are known as appraisals. The research leads to findings and recommendations which are generally written up and published, and then disseminated in a variety of forums. Umalusi also promotes the uptake of its findings and takes note of where the research prompts new or additional developments. The purpose of the annual curriculum report, which will be completed in the last quarter of each year, is to offer an overview of the nature, quality and extent of the curriculum -related work undertaken by Umalusi.
Source/collection of data	The documentation used as the basis for the report is likely to include, <i>i.e.</i> – <ul style="list-style-type: none"> • Project plans and budgets; approval of project plans • Documentation related to the constitution of the research groups • Documents showing the development and approval of the research instrument • The various draft reports and feedback to the teams on their draft reports • Finalised reports • Where relevant, documentation i.r.o. the acceptance of the final drafts of reports which will be published • Where relevant, evidence of workshops at which the findings are shared with the relevant Department of Education and assessment bodies • Written advice offered to the Department(s) of Education as a result of the findings from the research • Where relevant, copies of the final published reports and of documentation associated with a formal launch of the research will be attached as annexures • Any new or reviewed policies relating to curriculum development and review.
Method of calculation	A single qualitative report on the status of curriculum work produced
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New Indicator	Yes
Desired performance	To produce a quality report that guides education departments and institutions in respect of teaching, assessing and strengthening curricula
Indicator responsibility	Senior Manager: Qualifications, Curriculum and Certification



ITEM	DESCRIPTION
Indicator title	2.1.3 Percentage of datasets with return datasets created within the turnaround time of twenty-one working days.
Short definition	<ul style="list-style-type: none"> The percentage of datasets which Umalusi receives from assessment bodies, and which are registered on the Umalusi system within the twenty-one working-day turnaround time Assessment bodies submit learner records in datasets in accordance with the format supplied in the directives. Datasets are registered on the Umalusi system, before further uploading of candidate records. Then the following are done: Evaluation of candidate records, error report analysis, request for and receipt of supporting documents, analysis of supporting documents, authorisation of records requiring supporting documentation, cost calculation, authorisation of printing of certificates, and finally the creation of the return dataset which is sent to the Assessment Body.
Purpose/ importance	Umalusi is mandated to certify learner records of achievement for qualifications on the GFETQSF. This indicator provides a measure of the efficiency of the processes required for certification.
Source/collection of data	<ul style="list-style-type: none"> Datasets submitted by the various assessment bodies, both the state and those accredited by Umalusi; Datasets approved for printing; datasets returned to the assessment bodies with error reports.
Method of calculation	$\frac{\text{Number of datasets with return datasets created within twenty-one working days of receipt}}{\text{Total number of datasets received}} \times 100$
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	100% of all records received are evaluated and processed accordingly within the turnaround time of 21 working days
Indicator responsibility	Senior Manager: Qualifications, Curriculum and Certification



ITEM	DESCRIPTION
Indicator title	2.1.4 Percentage of correctly submitted learner records per qualification per year
Short definition	<ul style="list-style-type: none"> The percentage of learner records, which Umalusi receives from the assessment body, and which are evaluated as correct against the standards/ requirements set in the qualification, and which are reflected in the certification directives. Assessment bodies submit learner records in a format supplied in the directives. Evaluated records are either accepted by Umalusi, or rejected for non-compliance and returned to the assessment body with an error report.
Purpose/ importance	Umalusi is mandated to certify learner records of achievement for qualifications on the GFETQSF. This indicator provides a measure of the efficiency of the processes required for certification. The certificates awarded to successful learners by Umalusi is an index of the usefulness of the qualifications it quality assures. This data serves as an indicator to the system where quality assurance efforts should be focused. Further analysis of the data in the narrative indicates the number of complete qualifications (certificates) vs incomplete qualifications (subject statements) issued each year.
Source/collection of data	Datasets submitted by the various assessment bodies, both the state and those accredited by Umalusi; Datasets approved for printing; Datasets returned to the assessment bodies with error reports.
Method of calculation	Total number of error-free learner records divided by Total number of learner records received and evaluated x 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	To have all have a high percentage of error-free learner records submitted to Umalusi by Assessment Bodies for evaluation and certification.
Indicator responsibility	Senior Manager: Qualifications, Curriculum and Certification

ITEM	DESCRIPTION
Indicator title	2.1.5 Percentage of error-free learner records for which a certificate is printed annually
Short definition	<ul style="list-style-type: none"> The percentage of learner records, which Umalusi receives from the assessment body, and which are evaluated against the standards/ requirements set in the qualification, and which are reflected in the certification directives, for which a certificate is issued. Assessment bodies submit learner records in a format supplied in the directives. Evaluated records are either accepted by Umalusi, or rejected for non-compliance and returned to the assessment body with an error report. This indicator focuses on the error-free records that end up being certificated
Purpose/ importance	<p>Umalusi is mandated to certify learner records of achievement for qualifications on the GFETQSF. This indicator provides a measure of the efficiency of the processes required for certification. The certificates awarded to successful learners by Umalusi is an index of the usefulness of the qualifications it quality assures. This data serves as an indicator to the system where quality assurance efforts should be focused. Further analysis of the data in the narrative indicates the number of complete qualifications (certificates) vs incomplete qualifications (subject statements) issued each year.</p> <p>It should be noted that error-free records include three categories of learners: candidates who withdrew from the examination and did not write at all; candidates who failed everything and those candidates who passed one or more subjects and therefore receive a certificate. Therefore, some error-free learner records will not have a certificate printed for them because of the three reasons stated above.</p>
Source/collection of data	<p>Datasets submitted by the various assessment bodies, both the state and those accredited by Umalusi;</p> <p>Datasets approved for printing</p> <p>Datasets returned to the assessment bodies with error reports.</p>
Method of calculation	Number of error-free records for which a certificate has been printed divided by the total number of error-free learner records x 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative:
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	To have all certifiable learner records printed after evaluation
Indicator responsibility	Senior Manager: Qualifications, Curriculum and Certification



ITEM	DESCRIPTION
Indicator title	2.1.6 Percentage of verification requests received that are completed within the SLA (2 working days)
Short definition	<ul style="list-style-type: none"> Umalusi provides a service to contracted clients, which 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, and Umalusi confirms the authenticity of the data submitted by the client – or indicates it not able to do so. The demand for this service increases each year. It is a service which generates income that supports the work that Umalusi does to quality assure education and training. The percentage of verification requests which Umalusi receives from verification clients, and which are registered on the Umalusi system within the SLA. Verification clients submit learner records for verification in accordance with the format supplied in the SLA. Requests are registered on the Umalusi system. Umalusi processes these requests and give feedback to clients within two days
Purpose/ importance	To monitor the number of verifications completed quarterly and annually, and assist Umalusi in invoicing clients, and in determining the usefulness of its service.
Source/collection of data	Verification Information on the IT system and e-mail requests received.
Method of calculation	Number of verification requests completed within the SLA (2 days) divided by Total number of verification requests received x 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	To have all verifications requests processed within the turnaround time of 2 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 that will be published as printed reports, papers or digital-only reports by the Statistical Information and Research 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 plan and strategise for emerging needs of the Quality Council and the GFET sector. Also to provide a platform for research and statistical support in order to inform the council's professional work and organisational strategy. It keeps the organisation up to date with the developments and challenges within the Sub-framework and assists in providing recommendations for improvement.
Source/collection of data	Completed research reports/documents/papers/ findings from an instrument application, the review of instruments 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	Cumulative
Reporting cycle	Annual
New Indicator	No
Desired performance	Completion of the desired number of quality research reports consistently
Indicator responsibility	Senior Manager: Statistical Information and Research

PROGRAMME 3: QUALITY ASSURANCE AND MONITORING

ITEM	DESCRIPTION
Indicator title:	3.1.1: Percentage of the question papers submitted that are quality assured per assessment body per qualification per examination cycle.
Short definition	The indicator measures the percentage of question papers submitted by assessment bodies per qualification to Umalusi for external moderation and approval that are quality assured by Umalusi. By qualification, it is referred to as registered programme of learning that leads to certification. Assessment bodies are entities accredited by Umalusi or deemed accredited to conduct external summative assessment and moderate site-based assessments for qualifications registered on the GFETQSF. The purpose of this indicator is to ensure the credibility and integrity of examination question papers moderated and approved by Umalusi.
Purpose/importance	The purpose of this indicator is to ensure the credibility and integrity of examination question papers evaluated by Umalusi.
Source/collection of data	<ul style="list-style-type: none"> External moderation reports for moderation of question papers, List of question papers submitted per qualification per assessment body per examination. List of question papers quality assured Quality assurance of assessment report per assessment body per qualification per examination cycle List of external moderators deployed/ assigned for the moderation of question paper(s).
Method of calculation	Number of question papers quality assured divided by Number of question papers submitted to be quality assured x100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	GETC: 2 nd 3 rd and 4 th quarter NATED Report 190/191: 2 nd , 3 rd , and 4 th quarter SC: 1 st Quarter NC(V): 4 th Quarter NSC: 4 th quarter
New Indicator	No - amended
Desired performance	Question papers are quality assured per assessment body, per examination cycle, per qualification.
Indicator responsibility	Senior Manager: Quality Assurance of Assessment: Schools Senior Manager: Quality Assurance of assessment: Post School Education

ITEM	DESCRIPTION
Indicator title	3.1.2: Number of Quality Assurance of Assessment reports produced per qualification per assessment body per examination cycle.
Short definition	<p>The indicator aims to measure the number of reports on the assessment bodies' compliance to Umalusi directives across the quality assurance processes. Assessment bodies are entities accredited by Umalusi or deemed accredited to conduct external summative assessment and moderate site-based assessment for qualifications registered on the GFETQSF.</p> <p>By qualification, it is referred to as registered programme of learning that leads to a certification. Examination cycle for the purpose of this document, the qualifications referred to are as follows:</p> <ul style="list-style-type: none"> • General Education and Training Certificate (GETC) • National Senior Certificate (NSC) • Senior Certificate (SC) • National Certificate (Vocational) [NC(V)] • NATED Report 190/191 N2 and N3 Engineering
Purpose/ importance	For compliance to the GENFETQA Act 58 of 2001 as amended To inform and report to assessment bodies of directives for compliance and improvement
Source/collection of data	• External moderation reports and monitoring reports per quality assurance process, per qualification and per examination cycle.
Method of calculation	Count of reports per qualification-
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative: add up all the reports produced in different quarters at the end of the financial year.
Reporting cycle	Per Assessment body per examination cycle: <ul style="list-style-type: none"> • General Education and Training Certificate (GETC): Quarterly • National Senior Certificate (NSC): 3rd quarter • Senior Certificate – 1st quarter • National Certificate (Vocational) [NC (V)]: 4th quarter • NATED: 2nd, 3rd and 4th quarters.
New Indicator	No
Desired performance	Reports are produced per assessment body per qualification per examination cycle
Indicator responsibility	Senior Manager: Quality Assurance of Assessment: Schools Senior Manager: Quality Assurance of assessment: Post School Education



ITEM	DESCRIPTION
Indicator title:	3.2.1: Number of comprehensive reports completed annually on the accreditation of Independent schools
Short definition	To report on activities undertaken in evaluation and accreditation of the Independent Schools which have applied to offer the National Senior Certificate and the CAPS.
Purpose/ importance	To report on activities undertaken in evaluating and accrediting the Independent Schools accredited/not accredited to offer Umalusi qualification.
Source/collection of data	MIS, Umalusi Management Information System (MIS) Site verification Reports Consolidated Reports
Method of calculation	Count of reports completed
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New Indicator	New
Desired performance	To reach a stage where trends in the evaluation and accreditation of Independent Schools are reported on, on an annual basis.
Indicator responsibility	Senior Manager: Evaluation and Accreditation



ITEM	DESCRIPTION
Indicator title:	3.2.2: Number of comprehensive reports completed annually on the accreditation of private colleges
Short definition	This is a report on the evaluation and accreditation of Private Colleges which have applied to Umalusi to offer the National Certificate Vocational (NC(V) or NATED 1, 2 and 3.
Purpose/ importance	To report on activities undertaken in evaluating and accrediting the Private Colleges accredited/not accredited to offer Umalusi qualification.
Source/collection of data	MIS, Umalusi Management Information System (MIS) Site verification Reports Consolidated Reports
Method of calculation	Count of reports completed
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New Indicator	New
Desired performance	To reach a stage where trends in the evaluation and accreditation of Private Colleges are reported on, on an annual basis.
Indicator responsibility	Senior Manager: Evaluation and Accreditation

ITEM	DESCRIPTION
Indicator title	3.2.3: Number of comprehensive reports completed annually on the accreditation of private Assessment Bodies
Short definition	Report on the evaluation and accreditation of Private Assessment Bodies.
Purpose/ importance	To report on activities undertaken in evaluating and accrediting the Private Assessment Bodies who have applied to assess the qualifications on the GENFETQSF.
Source/collection of data	MIS, Umalusi Management Information System (MIS) Site verification Reports Consolidated Reports
Method of calculation	Count of reports completed
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New Indicator	New
Desired performance	To reach a stage where trends reports are published per qualification applied for.
Indicator responsibility	Senior Manager: Evaluation and Accreditation

ANNEXURE B: REVISIONS TO THE FIVE-YEAR STRATEGIC PLAN 2015/16 to 2019/20

D.1 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	<p>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:</p> <ul style="list-style-type: none"> • 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; • Optimal 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 who enjoy a high level of morale.

Revised 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	<p>The goal is to ensure that Umalusi is fully-established, well-resourced and is a high performance institution by 31 March 2020 by:</p> <ul style="list-style-type: none"> • 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; • Improve efficient and effective fiscal, infrastructure and human resource planning and management to support the sustainability of Umalusi.

Old Goal 2

Strategic Oriented Goal 2	Improved assessment and quality assurance that is relevant and internationally benchmarked which supports the nation's strategic interests for a highly skilled workforce and well qualified citizens
Goal Statement	<p>The goal is to ensure that qualifications are fit for purpose, relevant and credible. This goal will be implemented through the following:</p> <ul style="list-style-type: none"> • 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; and • 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	<p>The goal is to ensure that qualifications are fit for purpose, relevant and credible. This goal will be implemented through the following:</p> <ul style="list-style-type: none"> • 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 qualification 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.

D.2 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 Communication: 100%
Justification	The administration functions drive the optimal operations of the department. Compliance to basic administrative legislations by these units leads to a functional organisation
Links	Labour Relations Act 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
5-year target	Finance: An unqualified Audit / Clean Audit HR: 98% of staff performance at level 3 and above 8 Platforms

Strategic Objective 1.1 Revised

Strategic Objective	Same
Objective statement	To improve administrative and governance services (ICT, Finance, HR, Communication, Strategic Planning, Reporting and risk Management) in order to support the mandate of Umalusi and to strengthen compliance and accountability.
Baseline	Unqualified audit
Justification	Same
Links	Labour Relations Act 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 Public Finance Management Act Treasury Regulations Framework for Managing Programme Performance Information
5-year target	Clean Audit

PROGRAMME 2: QUALIFICATIONS AND RESEARCH

Strategic Objective 2.1 Old

Strategic Objective	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 36 003, published 14 December 2012. Umalusi's Policy for the General and Further Education and Training Qualifications Sub-Framework came into effect, when it was regulated in Government Gazette No 38 029, published 29 September 2014. Umalusi policy, Standards and Quality Assurance for General and Further Education and Training (published September 2014) has reference. Qualifications regulated, reports published, GFETQSF-related policies developed; 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 General and Further Education and Training Qualifications Sub-framework. In terms of the General and Further Education and Training Act of 2001 (as amended), Umalusi is expected to 'provide for control over norms and standards of curriculum' (long definition of the Act), and to issue certificates to learners who have achieved qualifications or part qualifications (Section 17A).
Links	NQF Act of 2009; and the amended General and Further Education and Training Quality Assurance Act (Act 58 of 2001, as amended in 2008).
5-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 learner 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	To effectively manage the General and Further Education and 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, 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 Learner 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 General and Further Education and Training Qualifications Sub-framework.
Links	NQF Act of 2009; and the amended General and Further Education and Training Quality Assurance Act (Act 58 of 2001, as amended in 2008). In terms of the General and Further Education and Training Act of 2001 (as amended), Umalusi is expected to 'provide for control over norms and standards of curriculum' (long definition of the Act), and to issue certificates to learners who have achieved qualifications or part qualifications (Section 17A).
5-year Target	At least 15 reports on the management of qualifications, curriculum and certification.

Strategic Objective 2.2 Old

Strategic Objective	To undertake research projects annually in order to plan and strategize 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	6
Justification	This objective is about ensuring that Umalusi conducts research projects that are aimed at ensuring that its qualifications are internationally comparable and further helps to ensure continuous improvement of examinations at exit points. Published research strengthens information sharing and dissemination of recommendation to Umalusi stakeholders.
Links	NQF Act of 2009; highlights that Umalusi must in terms of its General and Further Education and Training Quality Assurance sub-framework, conduct or commission and publish research on issues relevant to the development and implementation of the sub-framework Act (Act 58 of 2001, as amended in 2008).
5-year Target	35 research reports produced

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 as informed by the needs of the Quality Council and the GFET sector.
Baseline	Same
Justification	Same
Links	Same
5-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 to quality standards
Links	Section 17A of the GENFETQA Act, no 58 of 2001 and as amended in 2008 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 National Qualification Framework (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: <ul style="list-style-type: none"> • 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.
5-year Target	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 GENFETQSF.
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
5-year Target	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 who apply to Umalusi are evaluated and responded to.
Links	<ul style="list-style-type: none"> ▪ SASA which says that all schools registered to offer qualifications on the GFET sub-framework must be accredited. ▪ FET Act, says that all private colleges must be accredited with Umalusi. ▪ General and Further Education and Training Quality Assurance Act 58 of 2001 as Amended (GENFETQA) mandates Umalusi to quality assure all private institutions of education and independent assessment bodies that offer/assess qualifications on the General and Further Education and Training Qualifications sub-framework (GFETQSF).
5-year Target	One report each year

Strategic Objective 3.2 Revised

Strategic Objective	3.2 To quality-assure the private provisioning and assessment of the qualifications registered on the GFETQSF
Objective statement	To improve the provisioning and assessment of qualifications on the General and Further Education and Training sub-framework by evaluating and pronouncing on applications received for accreditation
Baseline	Same
Justification	To ensure that all private institutions applications for accreditation submitted to Umalusi are evaluated and responded to within specified period.
Links	<ul style="list-style-type: none"> • 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 and Training on 28 May 2010. • General and Further Education and Training Quality Assurance Act 58 of 2001 as Amended (GENFETQA) mandates Umalusi to quality assure all private institutions of education and independent assessment bodies that offer/assess qualifications on the General and Further Education and Training Qualifications sub-framework(GFETQSF)
5-year Target	13 comprehensive reports for private assessment bodies, AET, FET and IS covering all evaluation accreditation processes and outputs.

ANNEXURE C: TECHNICAL INDICATOR DESCRIPTIONS FOR STRATEGIC OBJECTIVES

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 (Planning, PR and Communications, Finance, HR and ICT) enables Umalusi to perform all other activities optimally and efficiently. Most of the requirements are compliance to legislation and frameworks; 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 to the PFMA HRM&D unit ensures optimum utilization of the human resource component and compliance to all HR-related prescripts The Communication unit ensures effective communication of key organisational messages to internal and external stakeholders. ICT systems enable all units to function optimally using 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, reports on the operating systems, ICT Governance polices and plan
Method of calculation	None
Data limitations	None
Type of indicator	Process and Outputs
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 to in order to attain a clean audit
Indicator responsibility	All Programme 1 senior managers and the CFO

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, which 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 mandate as stipulated in the NQF and the GENFETQA Acts.
Source/collection of data	Curriculum and qualification reports, documents and resulting databases of different assessment bodies.
Method of calculation	Count of reports on the management of qualifications, curriculum 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 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 quality assurance of assessment. The assessment bodies should meet the set minimum standards set. Assessment bodies refers to public and private entities accredited and deemed accredited by Umalusi to conduct and administer national examinations for qualification registered on the GFET sub-framework. The moderation is done per examination cycle which refers to as a period starting with the design phase (setting of question papers, registration of candidates) moderation of School Based Assessment, monitoring of examinations and concludes with the resulting phase (approve 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 QAA reports
Data limitations	None
Type of indicator	Process and Output
Calculation type	Non-cumulative
Reporting cycle	Per examination cycle: <ul style="list-style-type: none"> • General Education and Training Certificate (GETC)- Quarterly • National Senior Certificate (NSC)- Annual • National Certificate (Vocational) [NC (V)] - Annual • NATED- Trimester • SC- 1st Quarter
New Indicator	Yes
Desired performance	To ensure that all assessment bodies comply with the relevant quality assurance policies and processes with respect to 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 and assessment of the qualifications registered on the GFETQSF
Short definition	This objective is to ensure that all applications that are received get processed within eighteen months of their receipt. This will enable Umalusi to ascertain that applicants that apply to offer the qualifications are quality assured by being evaluated and reported on. The independent assessment bodies that apply for accreditation to assess the qualification are evaluated and pronounced on at every milestone, such as desktop, state of readiness and conduct of a pilot exam, etc.
Purpose/ importance	It assists the organisation to ascertain that the private institutions of education that offer or assess the qualification Umalusi quality assures, meet the accreditation criteria.
Source/collection of data	Evaluation Reports Accreditation Committee of Council (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 private assessment bodies, Independent schools, private colleges and private AET centres
Indicator responsibility	Executive Manager: Quality Assurance and Monitoring

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