



**ANNUAL  
PERFORMANCE  
PLAN: 2015/16**





**QUALITY COUNCIL FOR TRADES AND OCCUPATIONS**  
**ANNUAL PERFORMANCE PLAN: 2015/16**  
**FOR THE FISCAL YEARS 2015/16 – 2017/18**

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FEBRUARY 2015

# Foreword

The QCTO, as a result of highly committed staff and supportive partnerships, is growing from strength to strength. As we move into the implementation of our first Annual Performance Plan for the period 2015/16 to 2019/20 we do so with much vigour. The possibilities and opportunities afforded to the organisation are many, requiring appropriate planning and careful execution for these to become reality.

One of the critical aspects of the QCTO's work is to formalise its operational procedures and adjust its organisational structure so that it reflects the specific work that must be done to achieve the QCTO's legislated mandate. Furthermore, now that the organisation has grown, it has improved its delivery on its mandate. This success must be communicated to the various constituencies and stakeholders the QCTO serves.

As usual I must express my sincere gratitude to all.

The QCTO appreciates the opportunity to serve the nation as we pursue our vision to **QUALIFY A SKILLED AND CAPABLE WORKFORCE.**



**Prof Peliwe Lolwana**

Chairperson of the QCTO

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Quality Council for Trades and Occupations under the guidance of its Council;
- was prepared in line with the proposed Strategic Plan of the Quality Council for Trades and Occupations; and
- accurately reflects the performance targets that the Quality Council for Trades and Occupations will endeavour to achieve, given the resources made available in the budget for the 2015/16 budget year.



**Ms Ndivhudzannyi Madilonga**

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## 1. Updated situational analysis

### 1.1 Performance environment: The QCTO Mandate and its relation to national imperatives

The basics driving the QCTO operation are to develop and quality assure occupational (which includes trades) qualifications and part qualifications as well as manage the Occupational Qualification Sub-Framework (OQSF). This latter aspect of the organisation's mandate encompasses:

- overseeing the NATED 191 Part 2 (N4 to N6 and National N Diploma) qualifications along with the total revision of these qualifications; and
- overseeing the unit standards based (legacy) qualifications and deregistration or redesign thereof as the case may be.

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

- White Paper for Post-School Education and Training
- National Development Plan
- Industrial Policy Action Plan (2010/11 – 2012/13)
- National Skills Development Strategy III.

In respect of the national policy initiatives the QCTO has fully embraced the White Paper for Post-School Education and Training contributing to its success through the execution of its mandate. In particular, the QCTO contributes to the following aspects of the White Paper:

- Stronger and more cooperative relationship between education and training institutions and the workplace.
- Strengthen and expand the TVET College system.
- Review and rationalise occupational qualifications.
- Improve quality assurance processes and standardise these across the system.
- Continue to standardise curricula development.

### Strategic Goals

The mandate of the QCTO comes from both the Skills Development Act and the National Qualifications Framework Act as summarised below:

#### *Skills Development Act*

- To oversee the development and maintenance of the OQSF on the National Qualifications Framework;
- To advise the Minister of Higher Education and Training (MHET) on all matters of policy concerning occupational standards and qualifications;
- To establish and maintain occupational standards and qualifications;
- To quality assure occupational standards and qualifications, as well as learning in and for the workplace;
- To design and develop occupational standards and qualifications and submit them to the South African Qualifications Authority (SAQA) for registration on the National Qualifications Framework; and
- To ensure the quality of occupational standards and qualifications and learning in and for the workplace.

#### *National Qualifications Framework Act*

- Develop and manage its sub-framework, make recommendations and advise the Minister on matters relating to its sub-framework.
- Consider and agree level descriptors ensuring that they remain current and appropriate.
- Develop and recommend qualifications for the SAQA for registration.
- Develop and implement quality assurance policy for registered qualifications.
- Maintain a database of learner achievements and submit learners' achievement data to SAQA for recording on the National Learners' Records Database (NLRD).
- Conduct or commission and publish research.
- Inform the public about its sub-framework.

In summary the functions of the QCTO are:

- a. Management of the OQSF;
- b. Design, develop and improve occupational qualifications;
- c. Quality Assurance of provision;
- d. Assessment and moderation of occupational qualifications; and
- e. Certification of occupational qualifications.

The overall policy mandate of the QCTO has been further clarified through the publication of the Minister's Government Gazette 36003 on the determination of the three Sub-frameworks that make the National Qualifications Framework (NQF). This Gazette was followed by No. 36803. Together the two Gazettes propose that the focus of the OQSF should be on Levels 1 to 6 of the NQF albeit the OQSF extends to Level 8. Based on the content of the two Gazettes the QCTO finalised the OQSF policy document, which was published in the Government Gazette during July 2014.

Furthermore, a decision has been made that the QCTO should take on responsibility for the quality assurance and conversion of the NATED 191 Part 2 qualifications offered by TVET colleges. The QCTO continues to manage the legacy (unit standards based) qualifications, the quality of assurance of which is currently delegated to the Sector Education and Training Authority (SETAs). The plan to withdraw these delegations, without disrupting the system, will commence 2015/16.

As the QCTO addresses all of the above matters, it is well aware of the need to focus on full implementation of the OQSF wherein closing policy gaps and finalisation of various systems require attention. Furthermore, the registration of qualifications and the significant reduction of legacy qualifications remain areas needing serious attention. Detailed plans exist and are being executed in respect of qualification registration, where there is a particular focus on those qualifications that meet scarce and critical skills needs. However, in terms of addressing the legacy qualifications there is need to gather additional data, validity testing of the data and analysis before concretising and implementing plans to eliminate or replace these qualifications. Failure to take extreme caution in handling this matter could have significant negative impact on the system should qualifications be discontinued without adequate replacement where a need for the qualification(s) exists. There is also need for the QCTO to review the various delegations it has made in order to assess the organisation's ability to assume

the work itself. Finally, given that the long outstanding certification backlogs continue to plague the system, the QCTO has committed to working with the Department of Higher Education and Training (DHET) to address this matter.

In respect of accomplishing its mandate, the work of the QCTO over the next five years can be encapsulated into two main strategic goals that in essence are as follows:

- Establishing an organisation that has a sound foundation enabling its sustainability for years to come.
- Ensuring that South African citizens have access to credible skills training that supports both industrial and social development.

To achieve sustainability of the organisation, the QCTO must have a well-developed corporate structure for Human Resources, Information Technology (IT) and Finance in particular. Hence, the inclusion in the strategic document objectives that track developments in these three areas.

To create credible skills training opportunities there is need for qualifications that employers find acceptable. These qualifications must be seen as credible, therefore the need to structure a quality assurance system that fosters strict oversight and monitoring of learning provision in particular.

Inherent in an occupational qualification is the existence of three training components namely:

- Knowledge
- Practical (simulation) application
- Work experience.

In monitoring qualification uptake, the QCTO is able to examine the integration of the three components, detecting strengths and weaknesses of the system. Furthermore, by prioritising the qualifications to be developed, the QCTO can support the industrial and social development initiatives of the country. In prioritising the re-configuration of the NATED 191 Part 2 qualifications, the QCTO supports the expansion and strengthening of the public TVET College system. Furthermore, the use of standardised processes to develop qualifications, ensures consistency within the system, hence the importance to the QCTO of ensuring that the number of Qualifications Development Facilitators (QDFs) grows.

Underpinning the availability of qualifications is a reliable quality assurance system consisting of properly approved assessment centres and partners, both of which require proper monitoring.

The work as described herein will guide the QCTO in providing advice to the Minister, as well as contribute to other initiatives such as the South African Institute for Vocational and Continuing Education and Training (SAIVCET), the National Artisan Moderating Body (NAMB), the SAQA and the other Quality Councils detailed in the White Paper for Post-School Education and Training. For example, with regard to SAIVCET, the QCTO's work on curriculum design (which is part of the qualification development process) and research into public TVET Colleges could make useful contributions to that organisation's endeavours.

## 1.2 Organisational environment

The QCTO began as a project within the Department of Labour (DoL) in 2007. When the DHET came into existence in 2009, many of the functions related to skills were moved to the DHET. These functions became encapsulated into what is now called the Skills Branch of the DHET, while the QCTO was established in the process as well. Although as a project the QCTO started in 2007, it was only officially made a public entity on 31 December 2010 via Gazette No. 33900. In the Gazette the QCTO was classified as a public entity retrospectively from 01 April 2010. Although the organisation was declared a public entity it could not run officially until the DHET and QCTO entered into a Memorandum of Agreement (MoA) in July 2011. The MoA allowed the QCTO to use various DHET policies so that the QCTO could, as per regulation, operate as a public entity officially.

The MoA, however, was not a panacea as:

- the process model for qualification development, which drives one of the core business elements was still being revised, debated and tested;
- the process model for quality assurance was still in its very early stages and even today remains under significant development;
- a Council had not been fully established with all the necessary committees; and
- a permanent staff establishment did not exist.

Therefore, for all practical purposes the organisation was only established in 2012 when two significant actions took place. Firstly, Council became fully functional as at this point when two key committees, Quality Assurance and Qualifications, became operational. Secondly came the engagement (hiring) of permanent staff at various levels of the organisation.

Over the two year period 2012 to 2014 the following has been accomplished:

1. The QCTO moved out of the DHET building into its own rental location that is situated in a highly desirable area with rental fees set at a very reasonable price.
2. Human Resources and Finance systems are in place that allowed the QCTO to suggest to the DHET that the MoA with the Department be terminated.
3. Standardisation of operational processes and procedures for the core business areas has taken place.
4. Creation of governance and corporate structures that meet the exacting requirements of the National Treasury and Auditor-General has taken place.
5. Implementation of a system to manage legacy (unit standards based) qualifications has occurred resulting in minimal disruption to the system while qualifications development and revision take place.
6. Permanent staff establishment has reached 32 persons.

Although the QCTO has developed a Master System Plan (MSP) for the development of its IT infrastructure, this remains an area that needs attention. There is also a need to develop the relevant organisational structure to support the work that the QCTO must perform. Finally, the establishment of a proper quality assurance system is receiving urgent and significant attention.

One of the most significant challenges is the volume of work to be performed with respect to qualification development. Our investigations reveal that there are more than 2000 legacy qualifications to manage, convert to the new qualification's design or deregister should it be determined a qualification is no longer relevant. In-house we are processing 150 applications for qualifications development and have approximately 200 more such applications that need attention. Therefore, establishing a priority system to follow for the development of qualifications is critical. At present, the priority system is based on:

- those occupational qualifications required by the Strategic Integrated Projects (SIPs);
- the reconfiguration of the NATED 191 Part 2 qualifications, a major component of the programme mix of public TVET Colleges;
- trades;
- the five employment drivers listed in the New Growth Path; and
- the Scarce Skills list gazetted in June 2014 by the DHET.

## 2. Revisions to legislative and other mandates

The following legislative and other mandates should make significant revisions to the QCTO:

- The DHET White Paper, published in December 2013, has provided clear direction for the post-school education and training sector.
- Draft Trade Test Regulations are in process with the expectation of their presentation to the Minister before the end of the 2014 calendar year.
- The Skills Development Act is also under review.
- The QCTO has completed the OQSF Policy. The policy has been gazetted and published as GG 37879 on the 20<sup>th</sup> of July 2014.

## 3. Overview of 2014 Budget and MTEF estimates

The QCTO has been allocated R50, 994 million (including approved accumulated roll overs and R939 000 for the NSF project) for 2013/14, R51, 667 million for 2014/15 and R61, 848 million for 2015/16. The amounts include approved allocated SETA Grant funds.

At the beginning of 2013/14, the SETA Grant Regulations enabled the QCTO to have access to funds that can, as per the Regulations, be used for quality assurance functions. For the year 2013/14 the QCTO received an amount of R15, 428 million; and for 2014/15 an amount of R28, 500 million has been allocated to the QCTO. Approval was granted by the Minister for R40, 000 million for the year 2015/16. Projections for the outer MTEF periods for 2016/17 and 2017/18 are R70, 252 million and R97, 922 million respectively.

However, as these funds are allocated annually, based on a submission made to the DHET, the amount received (if any) can vary considerably. The uncertainty this creates could have negative consequences for the QCTO, since a large number of employees can only be employed on contract basis, as opposed to permanent contracts.

The Department had a meeting with QCTO to discuss the budget cut of R2, 5 million on QCTO's budget to be effected over the MTEF period from 2015/16 onwards. The funds will assist the Department to overcome budget constraints and will be channelled towards improving the monitoring and evaluation of public entities, TVET colleges and Universities. A formal letter confirming the R2, 5 million budget cut was subsequently issued by the Department. The DHET also expressly indicated that the SETA Grant should be able to cover all the QCTO's requirements and the percentage of the Grant could be increased to ensure that the funds are sufficient for all of QCTO's operations. The DHET indicated that they are looking at the long-term permanent arrangement for the SETA Grant allocation for the QCTO to avert the issue of applying annually. The DHET also had a legal expert in its team, who gave an interpretation of the SETA Grant regulation for the QCTO. The interpretation was that the quality assurance functions, as contemplated by the Skills Development Act, encompass all functions of the QCTO including support functions.

Actual Revenue for 2014/15 and projections for the MTEF outer years (with the R2,5 million budget cut already factored) is depicted in Figure 1 below:

Figure 1

QCTO MTEF 2015/16 - 2017/18 (REVENUE)				
DETAILS	2014/15	2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000
DHET Grant Allocation	23 167	21 848	23 138	24 420
SETA Grant Allocation	28 500	40 000	70 252	97 922
Approved Roll Over	5 353	-	-	-
<b>SUBTOTAL</b>	<b>57 020</b>	<b>61 848</b>	<b>93 390</b>	<b>122 342</b>

The expenditure estimates in 3.1 and 3.2 below were projected with the assumption that all the income revenue will be realised in full.

Projected expenditure on Compensation is expected to increase over the MTEF period as a result of the filling of vacant posts in the structure. A review of the QCTO organogram is planned to commence during 2014/15. This may potentially result in additional posts in the QCTO establishment, hence a sharp increase can be projected in 2016.

Projected expenditure on both goods and services and capital expenditure is also expected to increase as the QCTO is becoming fully independent from the DHET. Previously, administrative related functions such as IT, HR, Finance, Marketing and Communications, Governance, etc. were handled by DHET on behalf of QCTO in terms of the MOA, but as from December 2013, the QCTO has moved to its own premises and subsequently implemented own systems.

### 3.1 Expenditure estimates per programme

PROGRAMMES	Audit Outcomes			Adjustment Appropriation			Medium-term Expenditure Estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjustment Budget						
1. OQM	-	7 680	13 124	10 250	3 000	13 250	13 665	20 634	27 031
2. OQA	-		15 427	28 500	(3 000)	25 500	28 699	43 335	56 769
3. Administration	10 715	20 529	22 442	12 917	5 353	18 270	19 484	29 421	38 541
<b>TOTAL</b>	<b>10 715</b>	<b>28 209</b>	<b>50 993</b>	<b>51 667</b>	<b>5 353</b>	<b>57 020</b>	<b>61 848</b>	<b>93 390</b>	<b>122 342</b>

### 3.2 Expenditure estimates per classification

PROGRAMMES	Audit Outcomes			Adjustment Appropriation			Medium-term Expenditure Estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
	Original Budget	Adjustment	Adjustment Budget						
Compensation	5 452	13 613	27 181	32 695	-	32 695	34 805	52 556	68 848
Goods and services	5 263	13 196	15 149	15 700	5 000	20 700	24 644	37 212	48 748
Capital expenditure		1 400	8 663	3 272	353	3 625	2 399	3 622	4 745
<b>TOTAL</b>	<b>10 715</b>	<b>28 209</b>	<b>50 993</b>	<b>51 667</b>	<b>5 353</b>	<b>57 020</b>	<b>61 848</b>	<b>93 390</b>	<b>122 342</b>

# PART B: PROGRAMME PLANS

## 4. Particulars per Programme

### 4.1 Administration

#### Programme 1: Administration

**Programme Purpose:** To enable QCTO performance through strategic leadership and reliable delivery of management support services

#### 4.1.1 Programme performance indicators, annual and quarterly targets for 2015/16

##### Annual Targets

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Strategic Objective 1.1: Institutional capability in place to enable QCTO to deliver its products and services.</b>							
1.1.1 Information and Communication Technology (ICT) MSP Implementation plan approved annually	0	0	QCTO ICT policies agreed to by Council developed and approved by 30 Sept 2013  Number of QCTO ICT procedures and systems agreed to by the QCTO Management Committee developed by 31 Dec 2013	1 ICT Policy developed	An Implementation plan for 2016/17 approved by the steering committee	An Implementation plan for 2017/18 approved by the steering committee	An Implementation plan for 2018/19 approved by the steering committee

##### Quarterly Targets

Indicators	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
<b>Strategic Objective 1.1: Institutional capability in place to enable QCTO to deliver its products and services.</b>						
1.1.1 ICT MSP Implementation plan approved annually	Bi-annually	An Implementation plan for 2016/17 approved by the steering committee		Draft Implementation plan developed		An Implementation plan for 2016/17 approved by the steering committee

#### 4.1.2 Reconciling performance targets with the Budget and MTEF: Programme 1

Classification	Audited outcomes			Adjusted appropriation			Medium-term expenditure estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
	R'000	R'000	R'000	Original budget	Adjustment	Adjusted budget	R'000	R'000	R'000
				R'000	R'000	R'000			
Compensation	5 452	8 813	7 993	8 395	-	8 395	10 654	16 088	21 075
Goods and services	5 263	10 316	9 435	4 200	5 000	9 200	7 817	11 804	15 463
Capital expenditure	-	1 400	5 013	322	353	675	1 013	1 530	2 004
<b>Total</b>	<b>10 715</b>	<b>20 529</b>	<b>22 441</b>	<b>12 917</b>	<b>5 353</b>	<b>18 270</b>	<b>19 484</b>	<b>29 421</b>	<b>38 541</b>

#### 4.2 Programme 2: Occupational Qualifications

##### Programme 2: Occupational Qualifications

**Programme Purpose:** To ensure that occupational qualifications registered on the OQSF are available and Skills Development Providers (SDPs) that offer occupational qualifications are accredited within a reasonable period and ensure credibility of providers

#### 4.2.1 Programme performance indicators, annual and quarterly targets for 2015/16

##### Annual Targets

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Strategic Objective 2.1: Ensure prioritised occupational qualifications recommended to SAQA for registration on the OQSF which are utilised and effectively managed.</b>							
2.1.1 Number of prioritised occupational qualifications recommended to SAQA for registration on the OQSF		1 Qualification	Not achieved The QCTO received an overall total of 82 qualifications for evaluation. Of this overall total 59 qualifications were recommended for registration (52 being the qualifications and 7 being the (N4-N6 re-curriculated subjects)	30 Prioritised occupational qualifications recommended	30	30	30

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2011/12	2012/13	2013/14		2014/15	2015/16	2016/17
<b>Strategic Objective 2.1: Ensure prioritised occupational qualifications recommended to SAQA for registration on the QSF which are utilised and effectively managed.</b> (continued)							
2.1.1 Number of prioritised occupational qualifications recommended to SAQA for registration on the QSF (continued)			Two qualifications could not be processed further because there were no Assessment Quality Partners in place. Twenty one (21) qualifications were sent back to Development Quality Partners for amendments to cover gabs that were identified during the evaluation				
2.1.2 % of prioritised registered occupational qualifications with enrolment (based on the new Occupational Qualifications Development Model) monitored				N/A	100%	100%	100%
2.1.3 Maximum turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to skills development providers offering occupational qualifications (in working days)				Establish a baseline turnaround time for accrediting skills providers	40	40	40
2.1.4 Number of Learner Qualifications Development Facilitators (LQDFs) trained to facilitate the development of occupational qualifications				New Indicator 60 LQDFs trained	40	20	20
2.1.5 Number of reports on reconstruction N4 – N6 part qualifications submitted for consideration to the Qualifications Committee/Council					New Indicator 4	4	4

### Quarterly Targets

Indicators	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
<b>Strategic Objective 2.1: Ensure prioritised occupational qualifications recommended to SAQA for registration on the OQSF which are utilised and effectively managed.</b>						
2.1.1 Number of prioritised occupational qualifications recommended to SAQA for registration on the OQSF	Quarterly	30	5	10	10	5
2.1.2 % of prioritised registered occupational qualifications with enrolment (based on the new Occupational Qualifications Development Model) monitored	Bi-annually	100%		100%		100%
2.1.3 Maximum turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to skills development providers offering occupational qualifications (in working days)	Quarterly	40	40	40	40	40
2.1.4 Number of LQDFs trained to facilitate the development of occupational qualifications	Bi-annually	40	0	20	0	20
2.1.5 Number of reports on reconstruction N4 – N6 part qualifications submitted for consideration to the Qualifications Committee/Council	Quarterly	4	1	1	1	1

### 4.2.2 Reconciling performance targets with the Budget and MTEF: Programme 2

Classification	Audited outcomes			Adjusted appropriation			Medium-term expenditure estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
	R'000	R'000	R'000	Original budget	Adjustment	Adjusted budget	R'000	R'000	R'000
				R'000	R'000	R'000			
Compensation	-	4 800	9 573	8 800	-	8 800	7 351	11 100	14 541
Goods and services	-	2 880	3 301	1 000	3 000	4 000	5 627	8 497	11 131
Capital expenditure	-	-	250	450	-	450	687	1 037	1 359
<b>Total</b>	-	<b>7 680</b>	<b>13 124</b>	<b>10 250</b>	<b>3 000</b>	<b>13 250</b>	<b>13 665</b>	<b>20 634</b>	<b>27 031</b>

### 4.3 Programme 3: Quality Assurance

#### Programme 3: Quality Assurance

**Programme Purpose:** To establish and maintain standards for the Quality Assurance of Assessments and Certification for Occupational Qualifications on the OQSF.

#### 4.3.1 Programme performance indicators, annual and quarterly targets for 2015/16

##### Annual Targets

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Strategic Objective 3.1: To ensure that the Quality Assurance System for the implementation of registered occupational qualifications is functional, effective and efficient.</b>							
3.1.1 % of assessment centre accreditations processed within the turnaround time (30 days)	N/A	N/A	N/A	New Indicator 100% Baseline of 100% established on expectation that all assessment centre accreditation applications would be processed within 30 days	100%	100%	100%
3.1.2 % of Assessment Quality Partner (AQP) delegation approvals processed	N/A	N/A	N/A	New Indicator 100% Baseline of 100% established on expectation that all AQP delegation approvals would be processed	100%	100%	100%
3.1.3 % of Quality Assurance Partners (QAPs) and Assessment Quality Partners (AQPs) that have been quality assured	N/A	N/A	N/A	New Indicator 100% Baseline of 100% established on expectation that all AQPs and QAPs will be quality assured	100%	100%	100%

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Strategic Objective 3.1: To ensure that the Quality Assurance System for the implementation of registered occupational qualifications is functional, effective and efficient. (continued)</b>							
3.1.4 The number of quality assurance functions delegated to QAPs (SETAs and SAQA accredited professional bodies) and DHET taken up by the QCTO	N/A	N/A	N/A	N/A	New Indicator The number of delegated functions taken back as per Council approved plan for 2015/16	The number of delegated functions taken back as per Council approved plan for 2016/17	The number of delegated functions taken back as per Council approved plan for 2017/18
<b>Strategic Objective: 3.2: Learner achievements for qualifications on the QSF quality-assured and certificated as prescribed in QCTO policies.</b>							
3.2.1 % of certificates issued within the turnaround time (21 working days)	N/A	N/A	N/A	100% New Indicator	100%	100%	100%
3.2.2 % of learner achievement data submitted to NLRD in accordance with NLRD specifications	N/A	N/A	N/A	100% New Indicator	100%	100%	100%

### Quarterly Targets

Indicators	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
<b>Strategic Objective 3.1: To ensure that the Quality Assurance System for the implementation of registered occupational qualifications is functional, effective and efficient.</b>						
3.1.1 % of assessment centre accreditations processed within the turnaround time (30 days)	Quarterly	100%	100%	100%	100%	100%
3.1.2 % of Assessment Quality Partner (AQP) delegation approvals processed	Quarterly	100%	100%	100%	100%	100%

Indicators	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
<b>Strategic Objective 3.1: To ensure that the Quality Assurance System for the implementation of registered occupational qualifications is functional, effective and efficient. (continued)</b>						
3.1.3 % of Quality Assurance Partners (QAPs) and Assessment Quality Partners (AQPs) that have been quality assured	Quarterly	100%	100%	100%	100%	100%
3.1.4 The number of quality assurance functions delegated to QAPs (SETAs and SAQA accredited professional bodies) and DHET taken up by the QCTO	Annually	The number of delegated functions taken back as per Council approved plan for 2015/16				The number of delegated functions taken back as per Council approved plan for 2015/16
<b>Strategic Objective 3.2: Learner achievements for qualifications on the QSF quality assured and certificated as prescribed in QCTO policies.</b>						
3.2.1 % of certificates issued within the turnaround time (21 working days)	Quarterly	100%	100%	100%	100%	100%
3.2.2 % of learner achievement data submitted to NLRD in accordance with NLRD specifications	Bi-annually	100%	100%		100%	

#### 4.3.2 Reconciling performance targets with the Budget and MTEF: Programme 3

Classification	Audited outcomes			Adjusted appropriation			Medium-term expenditure estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
	R'000	R'000	R'000	Original budget	Adjustment	Adjusted budget	R'000	R'000	R'000
				R'000	R'000	R'000			
Compensation	-	-	9 615	15 500	-	15 500	16 800	25 368	33 232
Goods and services	-	-	2 413	10 500	(3 000)	7 500	11 200	16 912	22 155
Capital expenditure	-	-	3 400	2 500	-	2 500	699	1 055	1 383
<b>Total</b>	-	-	<b>15 428</b>	<b>28 500</b>	<b>(3 000)</b>	<b>25 500</b>	<b>28 699</b>	<b>43 335</b>	<b>56 769</b>

## PART C: LINKS TO OTHER PLANS

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### 5. Links to the long-term infrastructure and other capital plans

The QCTO does not have any major infrastructure projects.

# ANNEXURE A: TECHNICAL INDICATOR DESCRIPTIONS

## PROGRAMME 1: Administration

<b>Indicator title</b>	1.1.1 ICT MSP Implementation plan approved annually
<b>Short definition</b>	ICT MSP system which encompass the development and approval of the annual Implementation Plan
<b>Purpose/Importance</b>	To show progress towards achieving institutional sustainability
<b>Source/Collection of data</b>	Approved Implementation Plan for the financial year Minutes of the ICT Steering Committee
<b>Method of calculation</b>	Approval to be demonstrated through minutes
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	No
<b>Desired performance</b>	Approved plan in place before the start of the relevant financial year it relates to
<b>Indicator responsibility</b>	Chief Director: Corporate Services
<b>Key risk</b>	Inadequate capacity (resources / staff / skills)
<b>Risk treatment measure</b>	Adequate allocation of resources to the project

## PROGRAMME 2: Occupational Management Qualifications

<b>Indicator title</b>	2.1.1 Number of prioritised occupational qualifications recommended to SAQA for registration on the OQSF
<b>Short definition</b>	From the 2015/16 year prioritised occupational qualifications will be: <ul style="list-style-type: none"> <li>• Strategic Infrastructure Projects (SIPs)</li> <li>• Trades (based on the NAMB priority list)</li> <li>• Reconfiguration of the NATED qualifications</li> <li>• The five economic drivers identified in the New Growth Path</li> <li>• DHET Scarce Skills List Gazette 2014</li> <li>• Legacy Qualifications</li> </ul>

<b>Purpose/Importance</b>	To ensure that priority qualifications that are in demand and in need are available for the public to be trained for employment purposes and career path development
<b>Source/Collection of data</b>	Qualification list, QCTO Council minutes and submissions to SAQA as well as formal responses from SAQA
<b>Method of calculation</b>	Counting the number of prioritised qualifications that have been approved by Council for recommendation to SAQA
<b>Data limitations</b>	Different stakeholders may not respond in the verification process
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative for the year
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	The number of prioritised occupational qualifications recommended to SAQA for registration is achieved
<b>Indicator responsibility</b>	Chief Director: OQM
<b>Key risk</b>	Lack of response in verification process from different stakeholders
<b>Risk treatment measure</b>	Develop clear procedures for DQPs and industry stakeholders

<b>Indicator title</b>	2.1.2 % of prioritised registered occupational qualifications with enrolment (based on the new Occupational Qualifications Development Model) monitored
<b>Short definition</b>	The percentage of prioritised qualifications registered on the OQSF that have learners enrolled. From the 2015/16 year prioritised occupational qualifications will be: <ul style="list-style-type: none"> <li>• Strategic Infrastructure Projects (SIPs)</li> <li>• Trades (based on the NAMB priority list)</li> <li>• Reconfiguration of the NATED qualifications</li> <li>• The five economic drivers identified in the New Growth Path</li> <li>• DHET Scarce Skills List Gazette 2014</li> <li>• Legacy Qualifications</li> </ul>
<b>Purpose/Importance</b>	To track whether the prioritised qualifications are being utilised
<b>Source/Collection of data</b>	QCTO Learner Enrolment Database. Request data from providers, after they have enrolled learners, to verify learner uptake
<b>Method of calculation</b>	By calculating the number of prioritised qualifications that have learners enrolled against the total number of prioritised qualifications registered in the OQSF

<b>Data limitations</b>	Reliability of information submitted to QCTO by accredited providers
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	New
<b>Desired performance</b>	The aim is to ensure that at least 100% of prioritised occupational qualifications registered on the OQSF, have uptake
<b>Indicator responsibility</b>	Director : Occupational Qualifications Development (OQD)
<b>Key risk</b>	Delayed implementation of prioritised qualifications to learners
<b>Risk treatment measure</b>	Timely accreditation of providers and advocacy of qualifications

<b>Indicator title</b>	2.1.3 Maximum turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to SDPs offering occupational qualifications (in working days)
<b>Short definition</b>	To determine the number of days taken to accredit SDPs
<b>Purpose/Importance</b>	To show the efficiency of the QCTO accreditation process
<b>Source/Collection of data</b>	<ul style="list-style-type: none"> <li>• Application form that has a stamp on with a date of receipt</li> <li>• Acknowledgement letter</li> <li>• Register of applicants</li> <li>• Accreditation report</li> <li>• Accreditation letter</li> </ul>
<b>Method of calculation</b>	The number of days between receipt of a duly completed application to date of issuance of accreditation letter
<b>Data limitations</b>	In-house challenges in application of method of calculation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	To process provider accreditation applications within the turnaround time
<b>Indicator responsibility</b>	Chief Director: OQM

<b>Key risk</b>	Failure to process within the turnaround time
<b>Risk treatment measure</b>	Proper training and guidance of staff

<b>Indicator title</b>	2.1.4 Number of LQDFs trained to facilitate the development of occupational qualifications
<b>Short definition</b>	Train LQDFs to ensure representivity and sufficient facilitators to facilitate the development of qualifications
<b>Purpose/Importance</b>	To ensure that priority qualifications are speedily and effectively developed. Ensuring availability of facilitators
<b>Source/Collection of data</b>	The certification letters generated
<b>Method of calculation</b>	Count the number of letters generated
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	No
<b>Desired performance</b>	As stipulated in the target for the year
<b>Indicator responsibility</b>	Chief Director: OQM
<b>Key risk</b>	Lack of response and poor attendance of trainees
<b>Risk treatment measure</b>	Develop clear procedures for identifying LQDFs Liaise with stakeholders on time

<b>Indicator title</b>	2.1.5 Number of reports on reconstruction N4 – N6 part qualifications submitted for consideration to the Qualifications Committee/Council
<b>Short definition</b>	Revising N courses in order to have them as full qualifications and reflect the QCTO model of qualifications development
<b>Purpose/Importance</b>	N4 – N6 part qualifications on the OQSF have to comply with the policy i.e. have three components and are current
<b>Source/Collection of data</b>	The report and acknowledgement of receipt of report by the supervisor
<b>Method of calculation</b>	Counting the number of reports submitted to the Director: OQD (supervisor)

<b>Data limitations</b>	None
<b>Type of indicator</b>	Activity
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	As stipulated in the target for the year
<b>Indicator responsibility</b>	Chief Director: OQM
<b>Key risk</b>	None
<b>Risk treatment measure</b>	None

### PROGRAMME 3: Quality Assurance

<b>Indicator title</b>	3.1.1 % of assessment centre accreditations processed within the turnaround time (30 days)
<b>Short definition</b>	The number of assessment centre recommendations received and processed within the established turnaround time
<b>Purpose/Importance</b>	To monitor the efficiency of the QCTO accreditation process
<b>Source/Collection of data</b>	<ul style="list-style-type: none"> <li>• Recommendation letter from AQP to establish date of receipt at QCTO</li> <li>• Register of recommendations</li> <li>• Accreditation Certificates</li> </ul>
<b>Method of calculation</b>	The number of assessment centre recommendations processed within the turnaround time divided by the number of assessment centre recommendations received X 100
<b>Data limitations</b>	<ul style="list-style-type: none"> <li>• Inadequate and or incorrect information provided by the AQP</li> <li>• Applicability of the determined baseline</li> </ul>
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	To process assessment centre recommendations within the turnaround time

<b>Indicator responsibility</b>	Chief Director: OQA
<b>Key risk</b>	AQP processes
<b>Risk treatment measure</b>	QCTO to verify a sample of recommended assessment centres

<b>Indicator title</b>	3.1.2 % of AQP delegation approvals processed
<b>Short definition</b>	The percentage of AQPs that are evaluated and approved by the OQA Committee to QCTO set standards
<b>Purpose/Importance</b>	To approve AQPs for registered occupational qualifications
<b>Source/Collection of data</b>	<ul style="list-style-type: none"> <li>• Database of AQPs</li> <li>• Evaluation reports</li> </ul>
<b>Method of calculation</b>	Number of AQPs approved divided by the total number of AQP applications received x 100
<b>Data limitations</b>	Insufficient or inaccurate data provided
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	All approved AQPs are compliant with QCTO set standards
<b>Indicator responsibility</b>	Chief Director: OQA
<b>Key risk</b>	Resources
<b>Risk treatment measure</b>	Increase evaluation capacity

<b>Indicator title</b>	3.1.3 % of Quality Assurance Partners (QAPs) and Assessment Quality Partners (AQPs) that have been quality assured
<b>Short definition</b>	The % of Quality Assurance Partners and Assessment Quality Partners whose systems and processes were quality assured
<b>Purpose/Importance</b>	To ensure that Quality Assurance Partners and Assessment Quality Partners achieve and maintain QCTO set standards
<b>Source/Collection of data</b>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Evaluation reports</li> </ul>

<b>Method of calculation</b>	Number of Quality Assurance Partners and Assessment Quality Partners quality assured divided by the total number of AQPs and QAPs approved X 100
<b>Data limitations</b>	Insufficient or inaccurate data provided
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Ensure that all Quality Assurance Partners and Assessment Quality Partners are compliant with the QCTO set standards
<b>Indicator responsibility</b>	Chief Director: OQA
<b>Key risk</b>	Resources
<b>Risk treatment measure</b>	Increase monitoring and evaluation capacity

<b>Indicator title</b>	3.1.4 The number of quality assurance functions delegated to QAPs (SETAs and SAQA accredited professional bodies) and DHET taken up by the QCTO
<b>Short definition</b>	QCTO taking over prioritised aspects of the Quality Assurance functions for the “legacy” qualifications delegated to QAPs and DHET as per Council approved plan
<b>Purpose/Importance</b>	To ensure the quality of the legacy qualifications until they are phased out or replaced by new occupational qualifications, whichever comes first
<b>Source/Collection of data</b>	<ul style="list-style-type: none"> <li>• Council approved plan</li> <li>• Letter of withdrawal of delegated functions</li> </ul>
<b>Method of calculation</b>	The number of delegated functions taken back as per Council approved plan
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	Achieving the milestones as per Council approved plan

<b>Indicator responsibility</b>	Chief Director: OQA
<b>Key risk</b>	<ul style="list-style-type: none"> <li>Resources</li> <li>Third party dependency</li> </ul>
<b>Risk treatment measure</b>	<ul style="list-style-type: none"> <li>Increase monitoring and evaluation capacity</li> <li>Collaboration with SETA Support and SETA Performance at DHET</li> </ul>

<b>Indicator title</b>	3.2.1 % of certificates issued within the turnaround time (21 working days)
<b>Short definition</b>	The percentage of recommendations for certification received from AQPs/QAPs processed within the established turnaround time
<b>Purpose/Importance</b>	It is a measure to track the efficiency of the QCTO certification processes
<b>Source/Collection of data</b>	<ul style="list-style-type: none"> <li>Recommendation letter from AQPs/QAPs</li> <li>Certification Management Information System</li> <li>Copy of certificate</li> </ul>
<b>Method of calculation</b>	The number of certificates processed within the turnaround time divided by the number of recommendations for certification received from AQPs/QAPs X 100
<b>Data limitations</b>	<ul style="list-style-type: none"> <li>Inaccurate and or incomplete data from AQPs</li> <li>System failure</li> </ul>
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	To issue certificates within the turnaround time
<b>Indicator responsibility</b>	Chief Director: OQA
<b>Key risk</b>	Fraudulent certificates
<b>Risk treatment measure</b>	Secure certification system and certificate security features

<b>Indicator title</b>	3.2.2 % of learner achievement data submitted to NLRD in accordance with NLRD specifications
<b>Short definition</b>	The percentage of successful submission and verification of learner achievement to the NLRD
<b>Purpose/Importance</b>	To have records of all successful learners available on the NLRD
<b>Source/Collection of data</b>	<ul style="list-style-type: none"> <li>• Certification Management Information System</li> <li>• Certification record</li> <li>• System report from NLRD</li> </ul>
<b>Method of calculation</b>	Number of learner achievements submitted to SAQA divided by the number of first certificates issued X 100
<b>Data limitations</b>	System failure
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	No
<b>Desired performance</b>	All learner achievements are uploaded to the NLRD
<b>Indicator responsibility</b>	Chief Director: OQA
<b>Key risk</b>	Third party dependency
<b>Risk treatment measure</b>	Collaboration with AQPs/QAPs and SAQA

## ANNEXURE B: ACRONYMS AND ABBREVIATIONS

AG	Auditor-General	GFETQF	General and Further Education and Training Qualifications Framework
AQP	Assessment Quality Partner	IT	Information Technology
CEO	Chief Executive Officer	ITC	Information Technology and Communication
CD	Chief Director	HELA Act	Higher Education Laws Amendments Act (No. 26 of 2010)
CFO	Chief Financial Officer	HEQC	Higher Education Quality Committee
CHE	Council on Higher Education	HEQF	Higher Education Qualifications Framework
DG	Director-General	HR	Human Resources
DHET	Department of Higher Education and Training	INDLELA	Institute for the Development of Learnerships, Employment Skills and Labour Assessments
DoL	Department of Labour	LQDF	Learner Qualifications Development Facilitator
DPSA	Department of Public Services and Administration	MSP	Master Systems Plan
DQP	Development Quality Partner	MHET	Minister of Higher Education and Training
ETQA	Education and Training Quality Assurance body	MoA	Memorandum of Agreement
FET	Further Education and Training	MoL	Minister of Labour
FLC	Foundational Learning Competence	MTEF	Medium-Term Expenditure Framework
GENFETQA	General and Further Education and Training Quality Assurance Act (No. 58 of 2001)	NAMB	National Artisan Moderating Body

NCV	National Certificate Vocational	QC	Quality Council
NLRD	National Learners' Records Database	QCTO	Quality Council for Trades and Occupations
NOFP	National Occupational Pathways Framework	QDF	Qualification Development Facilitator
NQF Act	National Qualifications Framework Act (No. 67 of 2008)	RPL	Recognition of Prior Learning
NSA	National Skills Authority	SAIVCET	South African Institute for Vocational and Continuing Education and Training
NSDS	National Skills Development Strategy	SAQA	South African Qualifications Authority
OFO	Organising Framework for Occupations	SCM	Supply Chain Management
OQA	Occupational Quality Assurance	SDA	Skills Development Act (No 97 of 1998)
OQD	Occupational Qualifications Development	SETA	Sector Education and Training Authority
OQM	Occupational Qualification Management	SIPs	Strategic Infrastructure Projects
OQSF	Qualifications Sub-framework for Trades and Occupations (but known as Occupational Qualifications Sub-Framework)	SLA	Service Level Agreement
PFMA	Public Finance Management Act	TVET	Technical and Vocational Education and Training
PPPFA	Preferential Procurement Policy Framework Act	Umalusi	Council for Quality Assurance in General and Further Education and Training
QA	Quality Assurance		
QAP	Quality Assurance Partner		



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RP88/2015  
ISBN: 978-0-621-43432-3