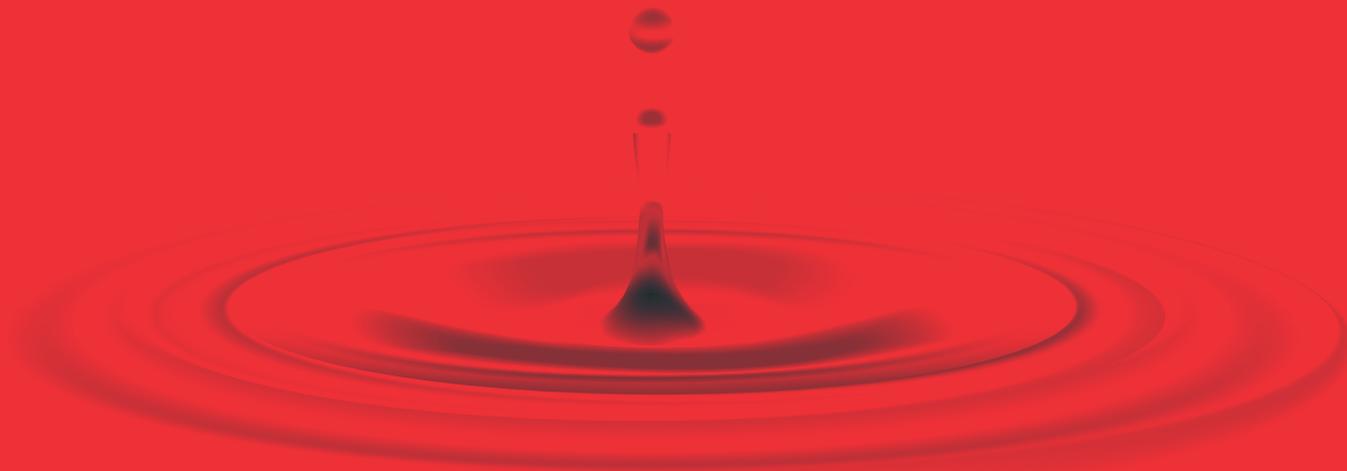


Annual Performance Plan 2016/17



Foreword

Working with a newly appointed Council, which took office on 1 April 2015, the QCTO will continue to fulfil its mandate as per the NQF Act, No. 67 of 2008 and the Skills Development Act, No. 97 of 1998, so as to improve the occupational training environment. In this regard we remain committed to working in partnership with others to make our goals a reality.

Now that the organisation has laid a solid foundation, we expect the output of the QCTO to increase significantly. We are expecting our work to make the TVET college system more vibrant, so as to draw the attention of many as we roll out interesting and innovative qualifications, specifically designed to complement the TVET system environment. We are expecting our work related to the Expanded Public Works Programme (EPWP) to bear fruit, supporting young people as they pursue the acquisition of work-related skills – especially with respect to artisan training. We expect certification and quality assurance of provision to be even more robust as we move through the 2016/17 financial year.

The accomplishments achieved over the previous years have indeed laid a solid foundation and we look forward to even greater achievements.

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

Certification

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 Strategic Plan 2015/16 to 2019/20 of the Quality Council for Trades and Occupations; and
- accurately reflects the performance targets which the Quality Council for Trades and Occupations will endeavour to achieve given the resources made available in the budget for the 2016/17 budget year.



Ms Ndivhudzannyi Madilonga
Chief Financial Officer



Ms Adri Solomon
Head Official responsible for Planning



Ms Joyce Mashabela
Chief Executive Officer

Approved by:



Prof Peliwe Lolwana
Accounting Authority

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Part A: Strategic Overview

1. UPDATED SITUATIONAL ANALYSIS

1.1. Performance environment: The QCTO Mandate and its Relationship to National Imperatives

The basic mandate of the QCTO is 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 Report 190/1 Part 2 qualifications (N4 to N6 and National N Diploma) along with the total revision of these qualifications;
- Overseeing the historically registered (unit standard based and private provider based) qualifications and deregistration or redesign thereof as the case may be; and
- Developing and submitting new occupational qualifications to the South African Qualifications Authority (SAQA) for registration.

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

- White Paper for Post-School Education and Training;
- National Development Plan;
- Industrial Policy Action Plan; and
- 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 the QCTO's 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 Post-School Education and Training system; and
- 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 Occupational Qualifications Sub-Framework on the National Qualifications Framework;
- To advise the Minister of Higher Education and Training 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 and learning in and for the workplace;
- To design and develop occupational standards and qualifications and submit them to 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 and part qualifications for registration on the NQF;
- Develop and implement quality assurance policies for registered qualifications;
- Maintain a database of learner achievements and submit learners' achievement data to SAQA for recording on the National Learners Record Database;
- Conduct or commission and publish research; and
- Inform the public about its sub-framework.

In summary the functions of the QCTO are:

- a. Management of the Occupational Qualifications Sub-Framework (OQSF);
- b. Design, develop and review standards and occupational qualifications;
- c. Quality Assurance of occupational qualifications;
- 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 Occupational Qualifications Sub-Framework policy document which was published via gazette July 2014.

Furthermore, a decision has been made that the QCTO should take on responsibility for the quality assurance and conversion of the NATED Report 190/1 Part 2 qualifications offered generally by TVET Colleges. The QCTO continues to manage the unit standard based qualifications, the quality of assurance of which is currently delegated to the Sector Education and Training Authorities (SETAs). The plan to withdraw these delegations, without disrupting the system, commenced 2015/16. This means that certain of these delegated functions will be conducted by the QCTO in 2015/16.

The registration of qualifications and the significant reduction of historically registered (unit standard based, private provider based and NATED) qualifications remain areas of high importance to the QCTO. Working closely with SAQA, many of the bottle necks experienced with respect to registration of qualifications have decreased. Currently the major focus is on the plan to speed up the qualifications development process. As stated in last year's report, in terms of addressing the historically registered 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. The examination of the data and validity testing commenced in earnest in 2015/16.

There is also a 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. With respect to the delegations made to the SETAs to quality assure the unit standard based qualifications which still remain on the OQSF, the Council has approved the plan to guide the QCTO in taking back these delegations with the plan implemented as from 2015/16.

The QCTO has taken over the issue of backlog of certifications and has made very good progress. The QCTO began issuing trade certificates in October 2013 and as at the end of the 2014/15 cycle there was no backlog in the issue of trade certificates. The average turnaround time for the QCTO to generate a trade certificate is 16 days. Any outstanding trade certificates would be those where the learner results have not been submitted to the NAMB for recommendation to the QCTO. Once these are identified, the QCTO implements a project plan with stringent timelines to ensure that the outstanding certificates are processed. The QCTO is also required to ensure that the backlog of historically registered qualifications is resolved. The QCTO is managing this process through its monitoring of the SETAs and would conduct regular audits to ensure that the backlog is eliminated.

In respect of accomplishing its mandate, the work of the QCTO over the next 5 years can be encapsulated into 2 main strategic goals which in essence are:

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

To achieve sustainability of the organization the QCTO must have a well-developed corporate structure for Human Resources, Information Technology 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 thus the need to structure a quality assurance system that fosters strict oversight and monitoring of learning provision in particular.

The slow pace of qualification development received extensive attention with the QCTO training nearly 78 Qualification Development Facilitators (QDFs) a role which is essential to the qualification development process. This increase along with improved administrative support in the office is expected to have an extremely positive impact on qualification development.

The QCTO has made a commitment to creating a vibrant TVET College system by ensuring that exciting and relevant qualifications are developed for use in this system. For this reason the total reconfiguration (re-construction) of the NATED Report 190/1 Part 2 qualifications moved into high gear in 2015/16.

Underpinning the availability of qualifications is a reliable quality assurance system consisting of properly approved assessment centres and skills development providers 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 establishment and operation of the South African Institute for Vocational and Continuing Education and Training (SAIVCET); supporting the National Artisan Moderating Body; and working in harmony with SAQA and the other Quality Councils.. For example with respect 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 in 2007. When the Department of Higher Education and Training (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 and 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 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;
- a Council had not been fully established with all the necessary committees and
- a permanent staff establishment did not exist.

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

Over the three year period 2012 to 2015 much has been accomplished. A few that the QCTO consider major milestones are:

1. The move of the QCTO to its own rental location which is situated in a highly desirable area with rental fees set at a very reasonable price.
2. Human Resources and Finance systems which enabled the QCTO to dispense with the MoA it had entered into with the DHET.
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 Treasury and Auditor General has taken place.

The QCTO has developed a Master System Plan that has been approved by Council. The implementation plan is guided by the QCTO IT Steering Committee. One of the most significant challenges the QCTO faces is the volume of work to be performed with respect to qualification development. Our investigations reveal that there are more than 2000 historically registered 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. Thus 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 Scarce Skills list gazetted in June 2014 by the DHET; and
- Historically registered qualifications.

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

The Skills Development Act requires review. The QCTO needs to be intimately involved in the process as the Act is the founding legislation for the organisation.

3. OVERVIEW OF 2015 BUDGET AND MTEF ESTIMATES

The QCTO was allocated R51, 667 million (including approved accumulated roll overs) for 2014/15, R61, 848 million for 2015/16 and the projected allocation for 2016/17, yet to be approved is R88, 808 million. The amounts include approved allocated SETA Grant funds.

Beginning 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 2013/2014 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, R60, 670 million for the 2016/17 financial year. Projections for the outer MTEF periods for 2017/18 and 2018/19 are R122, 343 million and R160, 269 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 amount 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 yearly. The DHET also amongst their team had the legal expert who gave 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.

The Council recently approved the charging of verification and certification fees with effect from mid 2015/16 financial year onwards. Projected estimated receipts which are very minimal have not been factored into the revenue budgets as it will be the first time that this is implemented by the QCTO and thereby bringing uncertainties with regards to the receipts of funds.

Projected Revenue for 2016/17 and projections for the MTEF outer years (with the R2,5 million budget cut already factored) is depicted in Figure 1 below:

Figure 1

MTEF 2015/16 - 2018/19				
DETAILS	2015/16 (revised)	2016/17	2017/18	2018/19
	R'000	R'000	R'000	R'000
DHET Grant Allocation	21 848	23 138	24 420	30 500
SETA Grant Allocation	40 000	60 670	97 922	129 768
Approved Accumulated Cash Surplus	10 414	-	-	-
TOTAL	72 262	83 808	122 342	160 268

3.1 Expenditure estimates per programme

PROGRAMMES	Audit Outcomes			Adjusted Appropriation			Medium-term Expenditure Estimates		
	2012/13	2013/14	2014/15	2015/16			2016/17	2017/18	2018/19
	R'000	R'000	R'000	Original Budget	Adjustment	Adjusted Budget	R'000	R'000	R'000
				R'000	R'000	R'000			
1. OQM	7680	13 124	13 250	13 665	(237)	13 428	17 608	25 672	33 630
2. OQA	-	15 427	25 500	28 699	(1 149)	27 550	35 136	55 387	72 557
3. Administration	20 529	22 442	18 270	19 484	11 800	31 284	31 063	41 284	54 082
TOTAL	28 209	50 993	57 020	61 848	10 414	72 262	83 808	122 343	160 269

3.2 Expenditure estimates per classification

CLASSIFICATION	Audit Outcomes			Adjusted Appropriation			Medium-term Expenditure Estimates		
	2012/13	2013/14	2014/15	2015/16			2016/17	2017/18	2018/19
	R'000	R'000	R'000	Original Budget	Adjustment	Adjusted Budget	R'000	R'000	R'000
				R'000	R'000	R'000			
Compensation	13 613	27 181	32 695	34 805	2 414	37 219	44 640	68 848	90 191
Goods and services	13 196	15 149	20 700	24 644	8 000	32 644	35 546	48 749	63 861
Capital expenditure	1 400	8 663	3 625	2 399	-	2 399	3 622	4 746	6 217
TOTAL	28 209	50 993	57 020	61 848	10 414	72 262	83 808	122 343	160 269

The expenditure estimates in 3.1 and 3.2 above 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 posts in the structure. A review of the QCTO organogram is planned to take place during 2015/16. This may potentially result to additional posts in the QCTO establishment hence a sharp increase is projected from 2016 onwards. However once the final organogram has been developed, the QCTO will develop a set of principles to guide HR expenditure.

Projected expenditure on both goods and services and capital expenditure is also expected to increase as the QCTO is 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 Memorandum of Agreement (MOA), but as from December 2013, the QCTO has moved to its own premises and subsequently implemented own functions.

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 2016/17

Annual Targets

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15		2015/16	2016/17	2017/18
Strategic objective 1.1: Institutional capability in place to enable QCTO to deliver its products and services							
1.1.1 ICT MSP Implementation plan approved annually	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	Achieved ICT Policy already developed and approved MSP was approved by EXCO in October 2014. Implementation has begun. The following elements of MSP were implemented: Establishment of the ICT Steering Committee Disaster Recovery Plan (DRP) HR Payroll system Update and optimise bandwidth	2015/16 approved plan implemented	An Implementation plan for 2016/17 approved by the steering committee	Implementation plan for 2017/18 approved by the steering committee	Implementation plan for 2018/19 approved by the steering committee
1.1.2 Marketing and Communication Strategy implemented annually	N/A	N/A	N/A	N/A	New indicator Annual Marketing and Communication Plan implemented	Annual Marketing and Communication Plan implemented	Annual Marketing and Communication Plan implemented

Quarterly Targets

Indicators	Reporting period (Quarterly/Annually/Bi-Annually)	Annual target	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Strategic objective 1.1: Institutional capability in place to enable QCTO to deliver its products and services						
1.1.1 ICT MSP Implementation plan approved annually	Annual	An Implementation plan for 2016/17 approved by the steering committee				An Implementation plan for 2016/17 approved by the steering committee
1.1.2 Marketing and Communication Strategy implemented annually	Bi-annual	Annual Marketing and Communication Plan implemented		Annual Marketing and Communications Plan approved by MANCOM		Annual Marketing and Communications Plan implemented

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

Classification	Audited outcomes			Adjusted appropriation			Medium-term expenditure estimates		
	2012/13	2013/14	2014/15	2015/16			2016/17	2017/18	2018/19
				Original budget	Adjustment	Adjusted budget			
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Compensation	8 813	7 993	8 395	10 654	2 414	13 068	16 193	21 075	27 608
Goods and services	10 316	9 435	7 817	7 817	8 000	15 817	11 248	15 463	20 257
Capital expenditure	1 400	5 013	675	1 013	1 386	2 399	3 622	4 746	6 217
Total	20 526	22 441	16 887	19 484	11 800	31 284	31 063	41 284	54 082

4.2 PROGRAMME 2: OCCUPATIONAL QUALIFICATIONS

Programme 2: Occupational Qualifications

Programme Purpose: To ensure that occupational qualifications registered on the Occupational Qualifications Sub-Framework 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 2016/17

Annual Targets

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Strategic objective 2.1: Ensure prioritised occupational qualifications recommended to SAQA for registration on the Occupational Qualification Sub-framework which are utilised and effectively managed							
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). Two (2) qualifications could not be processed further because of 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.	Not achieved 22 of 60 prioritised occupational qualifications recommended to SAQA	30 prioritised occupational qualifications recommended			

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Strategic objective 2.1: Ensure prioritised occupational qualifications recommended to SAQA for registration on the Occupational Qualification Sub-framework which are utilised and effectively managed (continued)							
2.1.2 % of prioritised registered occupational qualifications with enrolment (based on the new Occupational Qualifications Development Model) monitored	N/A	N/A	No target	100%	100%	100%	100%
2.1.3 (a) Average turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to skills development providers offering newly registered occupational qualifications (in working days)	N/A	N/A	N/A	New indicator Establish a baseline turnaround time for accrediting skills providers offering newly registered occupational qualifications	Meet turnaround timeframes determined by baseline	Meet turnaround timeframes determined by baseline	Optimise baseline turnaround time
2.1.3 (b) Average turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to skills development providers offering NATED Report 190/1 part qualifications (in working days) Note: The average of 10 days stipulated under 2014/15 only reflects in-house processing activities	N/A	N/A	Achieved An average of 10 working days is the baseline turnaround time from the date of receipt of recommendation to the date of accreditation of skills development providers offering occupational qualifications	40 working days	40 working days	40 working days	40 working days

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Strategic objective 2.1: Ensure prioritised occupational qualifications recommended to SAQA for registration on the Occupational Qualification Sub-framework which are utilised and effectively managed (continued)							
2.1.3 (c) Average turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to skills development providers offering recorded Trades qualifications (in working days) Note: The average of 10 days stipulated under 2014/15 only reflects in-house processing activities	N/A	N/A	Achieved An average of 10 working days is the baseline turnaround time from the date of receipt of recommendation to the date of accreditation of skills development providers offering occupational qualifications	40 working days	40 working days	40 working days	40 working days
2.1.4 Number of learner Qualifications Development Facilitators (LQDFs) enrolled on training programme to facilitate the development of occupational qualifications	N/A	N/A	New indicator	40 LQDFs	20 LQDFs	20 LQDFs	20 LQDFs
2.1.5 Number of reports on reconstruction N4 – N6 part qualifications submitted for consideration to the Occupational Qualifications Committee	N/A	N/A	New indicator	4 reports	4 reports	4 reports	4 reports

Quarterly Targets

Indicators	Reporting period	Annual target	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Strategic objective 2.1: Ensure prioritised occupational qualifications recommended to SAQA for registration on the Occupational Qualification Sub-framework which are utilised and effectively managed						
2.1.1 Number of prioritised occupational qualifications recommended to SAQA for registration on the QQSF	Quarterly	30 prioritised occupational qualifications recommended	5	10	10	5
2.1.2 % of prioritised registered occupational qualifications with enrolment (based on the new Occupational Qualifications Development Model) monitored	Quarterly	100%	100%	100%	100%	100%
2.1.3 (a) Average turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to skills development providers offering newly registered occupational qualifications (in working days)	Quarterly	Meet turnaround timeframes determined by baseline	Meet turnaround timeframes determined by baseline	Meet turnaround timeframes determined by baseline	Meet turnaround timeframes determined by baseline	Meet turnaround timeframes determined by baseline
2.1.3 (b) Average turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to skills development providers offering newly registered NATED Report 190/1 part qualifications (in working days)	Quarterly	40 working days	40 working days	40 working days	40 working days	40 working days

Indicators	Reporting period	Annual target	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Strategic objective 2.1: Ensure prioritised occupational qualifications recommended to SAQA for registration on the Occupational Qualification Sub-framework which are utilised and effectively managed (continued)						
2.1.3 (c) Average turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to skills development providers offering recorded Trades qualifications (in working days)	Quarterly	40 working days	40 working days	40 working days	40 working days	40 working days
2.1.4 Number of learner Qualifications Development Facilitators (LQDFs) enrolled on training programme to facilitate the development of occupational qualifications	Bi-Annual	20 LQDFs		10 LQDFs		10 LQDFs
2.1.5 Number of reports on reconstruction N4 – N6 part qualifications submitted for consideration to the Occupational Qualifications Committee	Quarterly	4 reports	1 report	1 report	1 report	1 report

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

Classification	Audited outcomes			Adjusted appropriation			Medium-term expenditure estimates		
	2012/13	2013/14	2014/15	2015/16			2016/17	2017/18	2018/19
	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	7 351	450	7 801	9 667	14 541	19 049
Goods and services	2 880	3 301	4 000	5 627	-	5 627	7 941	11 131	14 582
Capital expenditure	-	250	450	687	(687)	-	-	-	-
Total	7 680	13 124	13 250	13 665	(237)	13 428	17 608	25 672	33 630

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 2016/17

Annual Targets

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Strategic objective 3.1: To ensure that the Quality Assurance System for the implementation of registered occupational qualifications is functional, effective and efficient							
3.1.1 % of assessment centre accreditations processed within the turnaround time (30 working days)	N/A	N/A	Achieved Average turnaround time of 14 days. This confirms the 21 days turnaround as prescribed in the Accreditation Policy is achievable.	100%	100%	100%	100%
3.1.2 % of Assessment Quality Partner (AQP) delegation approvals processed	N/A	N/A	N/A	New Indicator Baseline of 100% established on expectation that all AQP delegation approvals would be processed	100%	100%	100%
3.1.3 (a) % of Assessment Quality Partners (AQPs) that have been monitored against QCTO compliance standards	N/A	N/A	Achieved 100% 12 AQP applications received and approved	100%	100%	100%	100%

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Strategic objective 3.1: To ensure that the Quality Assurance System for the implementation of registered occupational qualifications is functional, effective and efficient (continued)							
3.1.3 (b) % of Quality Assurance Partners (QAPs) that have been monitored against QCTO compliance standards	N/A	N/A	Achieved 95% 20 QAPs monitored against remediation plans	100%	100%	100%	100%
3.1.4 (a) The number of quality assurance functions delegated to QAPs (SETAs and SAQA accredited Professional Bodies) taken up by the QCTO	N/A	N/A	N/A	New indicator At least three of the eight functions delegated to QAPs taken up by the QCTO	A further three of the eight functions delegated to QAPs taken up by the QCTO	All of the eight functions delegated to QAPs taken up by the QCTO	Completed / Discontinued
3.1.4 (b) N4-N6 part qualifications quality assured against QCTO standards	N/A	N/A	N/A	New Indicator QCTO standards for Quality Assurance of N4-N6 part qualifications conceptualised and approved	N4 - N6 part qualifications quality assured as per approved Council plan	N4 - N6 part qualifications quality assured as per approved Council plan	N4 - N6 part qualifications quality assured as per approved Council plan
Strategic objective: 3.2: Learner achievements for qualifications on the QQSF quality assured and certificated as prescribed in QCTO policies							
3.2.1 % of certificates issued within the turnaround time (21 working days)	N/A	N/A	Achieved Average turnaround time of 16 days for trade certificates. This confirms the 21 days turnaround as prescribed in the Certification Policy is achievable and will be applicable to all certificates to be issued by the QCTO as and when the Occupational Qualifications are implemented	100%	100%	100%	100%

Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Strategic objective: 3.2: Learner achievements for qualifications on the QQSF quality assured and certificated as prescribed in QCTO policies (continued)							
3.2.2 % of learner achievement data submitted to National Learner Records Data base (NLRD) in accordance with NLRD specifications	N/A	N/A	Not achieved 0%	100%	100%	100%	100%
3.2.3 % of verification requests for certificates issued by the QCTO verified within turnaround time (5 working days)	N/A	N/A	N/A	N/A	New Indicator 100%	100%	100%

Quarterly Targets

Indicators	Reporting period (Quarterly/Annually/Bi-Annually)	Annual target	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Strategic objective 3.1: To ensure that the Quality Assurance System for the implementation of registered occupational qualifications is functional, effective and efficient						
3.1.1 % of assessment centre accreditations processed within the turnaround time (30 working days)	Quarterly	100%	100%	100%	100%	100%
3.1.2 % of Assessment Quality Partner (AQP) delegation approvals processed	Quarterly	100%	100%	100%	100%	100%
3.1.3 (a) % of Quality Assurance Partners (QAPs) and Assessment Quality Partners (AQPs) that have been monitored against QCTO compliance standards	Annually	100%				100%
3.1.3 (b) % of Quality Assurance Partners (QAPs) that have been monitored against QCTO compliance standards	Annually	100%				100%

Indicators	Reporting period (Quarterly/Annually/Bi-Annually)	Annual target	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Strategic objective 3.1: To ensure that the Quality Assurance System for the implementation of registered occupational qualifications is functional, effective and efficient (continued)						
3.1.4 (a) The number of quality assurance functions delegated to QAPs (SETAs and SAQA accredited Professional Bodies) taken up by the QCTO	Annually	A further three of the eight functions delegated to QAPs taken up by the QCTO				A further three of the eight functions delegated to QAPs taken up by the QCTO
3.1.4 (b) N4-N6 part qualifications quality assured against QCTO standards	Annually	N4 - N6 part qualifications quality assured as per approved Council plan				N4 - N6 part qualifications quality assured as per approved Council plan
Strategic Objective 3.2: Learner achievements for qualifications on the OQSF quality assured and certificated as prescribed in QCTO policies						
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 National Learner Records Data base (NLRD) in accordance with NLRD specifications	Bi-annually	100%		100%		100%
3.2.3 % of verification requests for certificates issued by the QCTO verified within turnaround time (5 working days)	Quarterly	New indicator 100%	100%	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		
	2012/13	2013/14	2014/15	2015/16			2016/17	2017/18	2018/19
	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	16 800	(450)	16 350	18 780	33 232	43 534
Goods and services	-	2 413	7 500	11 200	-	11 200	16 356	22 155	29 023
Capital expenditure	-	3 400	2 500	699	(699)	-	-	-	-
Total	-	15 428	25 500	28 699	(1 149)	27 550	35 136	55 387	72 557

Part C: Links to other plans

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

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

Indicator title	1.1.2 Marketing and Communication Strategy implemented annually
Short definition	A Marketing and Communications Strategy which encompass the approval and implementation of the annual plan for the financial year
Purpose/importance	To intensify the QCTO's marketing drive
Source/collection of data	Approved Marketing and Communications Annual Plan
Method of calculation	Approval to be demonstrated through MANCOM minutes
Data limitations	None
Type of indicator	Output
Calculation type	Non - Cumulative
Reporting cycle	Bi - Annually
New Indicator	Yes
Desired performance	The Annual Marketing and Communications plan is approved by MANCOM and implemented
Indicator responsibility	Chief Director: Corporate Services
Key Risk	Inadequate capacity (resources / staff)
Risk treatment measure	Adequate allocation of resources for the annual implementation to take place upon approval by MANCOM

Programme 2: Occupational Management Qualifications

Indicator title	2.1.1 Number of prioritised occupational qualifications recommended to SAQA for registration on the OQSF
Short definition	For a qualification to be a prioritised occupational qualification for development it will be identified from one of the following groupings: <ul style="list-style-type: none"> • Strategic Infrastructure Projects (SIPS) • Trades (based on the NAMB priority list) • Reconfiguration of the NATED qualifications • DHET Scarce Skills List Gazette 2014 • Historically Registered Qualifications.
Purpose/importance	To ensure that priority qualifications that are in demand and in need are available for the public to be trained against for employment purposes and career path development.
Source/collection of data	Qualification list, QCTO Council minutes and submissions to SAQA as well as formal responses from SAQA.
Method of calculation	Counting the number of prioritised qualifications that have been approved by Council for recommendation to SAQA.
Data limitations	Different stakeholders may not respond in the verification process.
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New Indicator	No
Desired performance	The number of prioritised occupational qualifications recommended to SAQA for registration is achieved.
Indicator responsibility	CD: OQM
Key Risk	Lack of response in verification process from different stakeholders.
Risk treatment measure	Develop clear procedures for DQP's and industry stakeholders.

Indicator title	2.1.2 % of prioritised registered occupational qualifications with enrolment (based on the new Occupational Qualifications Development Model) monitored
Short definition	The percentage of the developed prioritised qualifications registered on the OQSF that have learners enrolled. For a qualification to be a prioritised occupational qualification for development it will be identified from one of the following groupings: <ul style="list-style-type: none"> • Strategic Infrastructure Projects (SIPS) • Trades (based on the NAMB priority list) • Reconfiguration of the NATED qualifications • DHET Scarce Skills List Gazette 2014 • Historically Registered Qualifications

Purpose/importance	To track whether the prioritised qualifications are being utilised.
Source/collection of data	QCTO Learner Enrolment Database. Request data from Providers after they have enrolled learners to verify learner uptake.
Method of calculation	By calculating the number of prioritised qualifications that have learners enrolled against the total number of prioritised qualifications registered in the OQSF.
Data limitations	Reliability of information submitted to QCTO by accredited providers.
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	The aim is to ensure that a high number of prioritised occupational qualifications registered on the OQSF have uptake.
Indicator responsibility	Director : Occupational Qualifications Development
Key Risk	Delayed implementation of prioritised qualifications to learners.
Risk treatment measure	Timely accreditation of providers and advocacy of qualifications.

Indicator title	2.1.3 (a) Average turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to skills development providers offering newly registered occupational qualifications (in working days)
Short definition	To determine the number of days taken to accredit Skills Development Providers (SDPs)
Purpose/importance	To show the efficiency of the QCTO accreditation process.
Source/collection of data	Application form that has a stamp on with a date of receipt. Acknowledgement letter Register of applicants Accreditation report Accreditation letter/certificate
Method of calculation	The number of days between receipt of duly completed applications to date of issuance of accreditation letter of each SDP is calculated. The total number of days is then divided by the total number of SDP applications
Data limitations	In-house challenges in application of method of calculation
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	To process provider accreditation applications within the turnaround time

Indicator responsibility	Chief Director : OQM
Key Risk	Failure to process within the turnaround time
Risk treatment measure	Proper training and guidance of staff

Indicator title	2.1.3 (b) Average turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to skills development providers offering NATED Report 190/1 part qualifications (in working days)
Short definition	To determine the number of days taken to accredit Skills Development Providers (SDPs)
Purpose/importance	To show the efficiency of the QCTO accreditation process.
Source/collection of data	Application form that has a stamp on with a date of receipt. Acknowledgement letter Register of applicants Accreditation report Accreditation letter/certificate
Method of calculation	The number of days between receipt of duly completed applications to date of issuance of accreditation letter of each SDP is calculated. The total number of days is then divided by the total number of SDP applications
Data limitations	In-house challenges in application of method of calculation
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	To process provider accreditation applications within the turnaround time
Indicator responsibility	Chief Director : OQM
Key Risk	Failure to process within the turnaround time
Risk treatment measure	Proper training and guidance of staff

Indicator title	2.1.3 (c) Average turnaround time from date of receipt of duly completed accreditation application to date of issuance of accreditation letter to skills development providers offering recorded Trades qualifications (in working days)
Short definition	To determine the number of days taken to accredit Skills Development Providers (SDPs)
Purpose/importance	To show the efficiency of the QCTO accreditation process.

Source/collection of data	Application form that has a stamp on with a date of receipt. Acknowledgement letter Register of applicants Accreditation report Accreditation letter/certificate
Method of calculation	The number of days between receipt of duly completed applications to date of issuance of accreditation letter of each SDP is calculated. The total number of days is then divided by the total number of SDP applications
Data limitations	In-house challenges in application of method of calculation
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	To process provider accreditation applications within the turnaround time
Indicator responsibility	Chief Director : OQM
Key Risk	Failure to process within the turnaround time
Risk treatment measure	Proper training and guidance of staff

Indicator title	2.1.4 Number of learner Qualifications Development Facilitators (LQDFs) enrolled on training programme to facilitate the development of occupational qualifications
Short definition	To enrol sufficient learners in the training programme to facilitate the development of qualifications
Purpose/importance	To increase the number of facilitators that develop qualifications
Source/collection of data	The SLA with the DQP which indicates the learner enrolled for the training programme
Method of calculation	Count the number of LQDFs recorded on signed SLAs
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-Annually
New Indicator	No
Desired performance	As stipulated in the target for the year
Indicator responsibility	CD: OQM
Key Risk	Inability of the DQP to nominate a LQDF and fulfil its responsibility with respect to the LQDF
Risk treatment measure	Develop clear procedures for identifying and supporting LQDFs. Liaise with Stakeholders on time

Indicator title	2.1.5 Number of reports on reconstruction N4 – N6 part qualifications submitted for consideration to the Occupational Qualifications Committee
Short definition	Revising N courses in order to have them as full qualifications and reflect the QCTO model of qualifications development
Purpose/importance	N4 – N6 part qualifications on the OQSF have to comply with the policy i.e. have three components and are current
Source/collection of data	The report and acknowledgement of receipt of report by the Occupational Qualifications Committee
Method of calculation	Counting the number of reports submitted to the Occupational Qualifications Committee
Data limitations	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	As stipulated in the target for the year
Indicator responsibility	CD: OQM
Key Risk	None
Risk treatment measure	None

Programme 3: Quality Assurance

Indicator title	3.1.1 % of assessment centre accreditations processed within the turnaround time (30 working days)
Short definition	The number of assessment centre recommendations received and processed within the established turnaround time
Purpose/importance	To monitor the efficiency of the QCTO accreditation process
Source/collection of data	Recommendation letter from AQP to establish date of receipt at QCTO Register of recommendations Accreditation Certificates
Method of calculation	The number of assessment centre recommendations processed within the turnaround time divided by the number of assessment centre recommendations received multiplied by hundred.
Data limitations	Inadequate and or incorrect information provided by the AQP Applicability of the determined baseline
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle	Quarterly
New Indicator	No
Desired performance	To process assessment centre recommendations within the turnaround time
Indicator responsibility	Chief Director : OQA
Key Risk	AQP processes
Risk treatment measure	QCTO to verify a sample of recommended assessment centres

Indicator title	3.1.2 % of Assessment Quality Partner (AQP) delegation approvals processed
Short definition	The percentage of Assessment Quality Partners that are evaluated and approved by the Occupational Quality Assurance (OQA) Committee to QCTO set standards
Purpose/importance	To approve Assessment Quality Partners for registered occupational qualifications.
Source/collection of data	Database of AQPs Evaluation reports
Method of calculation	Number of Assessment Quality Partners approved divided by the total number of Assessment Quality Partners applications received x 100
Data limitations	Insufficient or inaccurate data provided
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	All approved QAPs are compliant to QCTO set standards
Indicator responsibility	Chief Director: OQA
Key Risk	Lack of resources
Risk treatment measure	Increase Evaluation capacity

Indicator title	3.1.3 % of Quality Assurance Partners (QAPs) and Assessment Quality Partners (AQPs) that have been monitored against QCTO compliance standards.
Short definition	<ol style="list-style-type: none"> 1. The % of Quality Assurance Partners (QAPs) whose systems and processes are monitored against the eight delegated QCTO functions 2. The % of Assessment Quality Partners (AQPs) (with registered occupational qualifications) whose systems and processes are monitored against the Service Level Agreement.

Purpose/importance	To ensure that Quality Assurance Partners and Assessment Quality Partners achieve and maintain QCTO set standards.
Source/collection of data	Self-evaluation reports Monitoring reports Evaluation reports
Method of calculation	Number of Quality Assurance Partners and Assessment Quality Partners monitored against QCTO compliance standards divided by the total number of AQPs (with registered occupational qualifications) and QAPs approved multiplied by 100.
Data limitations	Insufficient or inaccurate data provided
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New Indicator	Yes
Desired performance	Ensure that all Quality Assurance Partners and Assessment Quality Partners are compliant to the QCTO set standards
Indicator responsibility	Chief Director: OQA
Key Risk	Lack of resources
Risk treatment measure	Increase Monitoring and Evaluation capacity

Indicator title	3.1.4 (a) The number of quality assurance functions delegated to QAPs (SETAs and SAQA accredited Professional Bodies) taken up by the QCTO
Short definition	QCTO taking over prioritised aspects of the Quality Assurance functions for the “historically registered “qualifications delegated to QAPs as per Council approved plan.
Purpose/importance	To ensure the quality of the historically registered qualifications until they are phased out or replaced by new occupational qualifications whichever comes first.
Source/collection of data	Council approved plan Letter of withdrawal of delegated functions
Method of calculation	The number of delegated functions taken back by the QCTO
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New Indicator	Yes
Desired performance	Achieving the milestones as per Council approved plan.

Indicator responsibility	Chief Director: OQA
Key Risk	Lack of resources Third party dependency
Risk treatment measure	Increase Monitoring and Evaluation capacity Collaboration with Seta Support and Seta Performance at DHET

Indicator title	3.1.4 (b) N4-N6 part qualifications quality assured against QCTO standards
Short definition	QCTO to quality assure N4-N6 part qualifications through moderation of assessment standards and monitoring the management and administration of examinations conducted by the DHET
Purpose/importance	To ensure the quality of the N4-N6 part qualifications until they are phased out or replaced by new occupational qualifications whichever comes first
Source/collection of data	Council approved plan Moderation reports Monitoring reports.
Method of calculation	Moderation and Monitoring reports to confirm scope of Quality Assurance as per Council approved plan
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New Indicator	Yes
Desired performance	Quality assurance conducted as per approved plan
Indicator responsibility	Chief Director: OQA
Key Risk	Lack of resources Third party dependency
Risk treatment measure	Consultation / Collaboration with DHET

Indicator title	3.2.1 % of certificates issued within the turnaround time (21 working days)
Short definition	The percentage of recommendations for certification received from AQPs/QAPs processed within the established turnaround time
Purpose/importance	It is a measure to track the efficiency of the QCTO certification processes.
Source/collection of data	Recommendation letter from AQPs/QAPs Certification Management Information System Copy of certificate

Method of calculation	The number of certificates processed within the turnaround time divided by the number of recommendations for certification received from AQPs/QAPs multiplied by hundred.
Data limitations	Inaccurate and or incomplete data from AQPs System failure
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	To issue certificates within the turnaround time
Indicator responsibility	Chief Director: OQA
Key Risk	Fraudulent certificates
Risk treatment measure	Secure certification system and certificate security features

Indicator title	3.2.2 % of learner achievement data submitted to National Learner Records Database (NLRD) in accordance with NLRD specifications.
Short definition	The percentage of successful submission and verification of learner achievement to the National Learners' Records Database
Purpose/importance	To have records of all successful learners available on the National Learners' Records Database
Source/collection of data	Certification Management Information System Certification record System report from NLRD
Method of calculation	Number of learner achievements submitted to SAQA divided by the number of first certificates issued multiplied by 100.
Data limitations	System failure
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annually
New Indicator	No
Desired performance	All learner achievements are uploaded to the National Learners' Records Database
Indicator responsibility	Chief Director: OQA
Key Risk	Third party dependency. Operational MIS system
Risk treatment measure	Collaboration with AQPs/QAPs and SAQA

Indicator title	3.2.3 % of verification requests for certificates issued by the QCTO verified within turnaround time (5 working days)
Short definition	The percentage of verifications requests processed within the turnaround time of 5 working days as per the SLA between QCTO and Verification Client.
Purpose/importance	It is a measure to track the efficiency of the QCTO verification processes.
Source/collection of data	Request for verification from registered client Certification Management Information System Copy of certificate
Method of calculation	The number of verification requests processed within the turnaround time divided by the number of requests received from clients multiplied by hundred.
Data limitations	Inaccurate or unclear certificate information received from verification clients System failure
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	To respond to a request for verification of a qualification within the turnaround time
Indicator responsibility	Chief Director: OQA
Key Risk	Fraudulent certificates – MIS system not operational
Risk treatment measure	Secure certification system and certificate security features

ANNEXURE B: ACRONYMS AND ABBREVIATIONS

AGSA	Auditor-General South Africa	FLC	Foundational Learning Competence
APP	Annual Performance Plan	GENFETQA	General and Further Education and Training Quality Assurance Act (No. 58 of 2001)
AQP	Assessment Quality Partner	GFETQF	General and Further Education and Training Qualifications Framework
CEO	Chief Executive Officer	IT	Information Technology
CD	Chief Directorate	ITC	Information Technology and Communication
CFO	Chief Financial Officer	HELA Act	Higher Education Laws Amendments Act (No. 26 of 2010)
CHE	Council on Higher Education	HEQC	Higher Education Quality Committee
DG	Director General	HEQF	Higher Education Qualifications Framework
DHET	Department of Higher Education and Training	HR	Human Resources
DoL	Department of Labour	INDLELA	Institute for the Development of Learnerships, Employment Skills and Labour Assessments
DPSA	Department of Public Services and Administration	LQDF	Learner Qualifications Development Facilitator
DQP	Development Quality Partner	MANCOM	Management Committee of QCTO
EAP	Employee Assistance Program	MHET	Minister of Higher Education and Training
EISA	External Integrated Summative Assessment	MOA	Memorandum of Agreement
ETQA	Education and Training Quality Assurance body	MoL	Minister of Labour
FET	Further Education and Training	MSP	Master Systems Plan

MTEF	Medium Term Expenditure Framework	QC	Quality Council
NAMB	National Artisan Moderating Body	QCTO	Quality Council for Trades and Occupations
NCPF	National Career Path Framework	QDF	Qualification Development Facilitator
NATED	National Education Report 191 (part 2) N4 to N6	OQA	Occupational Quality Assurance
NCV	National Certificate Vocational	OQD	Occupational Qualifications Development
NLRD	National Learner Records Database	OQM	Occupational Qualification Management
NOPF	National Occupational Pathways Framework	RPL	Recognition of Prior Learning
NQF Act	National Qualifications Framework Act (No. 67 of 2008)	SAIVCET	South African Institute for Vocational and Continuing Education and Training
NSA	National Skills Authority	SAQA	South African Qualifications Authority
NSDS	National Skills Development Strategy	SCM	Supply Chain Management
NSF	National Skills Fund	SDA	Skills Development Act (No 97 of 1998)
OFO	Organising Framework for Occupations	SETA	Sector Education and Training Authority
OQSF	Qualifications Sub-Framework for Trades and Occupations	SIPs	Strategic Infrastructure Projects
PFMA	Public Finance Management Act	SLA	Service Level Agreement
PPPFA	Preferential Procurement Policy Framework Act	TVET	Technical and Vocational Education and Training
QA	Quality Assurance	Umalusi	Council for Quality Assurance in General and Further Education and Training
QAP	Quality Assurance Partner		



www.qcto.org.za

Quality Council for Trades and Occupations
256 Glyn Street, Hatfield, Pretoria, 0083
Private Bag X278, Pretoria, 0001
Email: info@qcto.org.za