



STRATEGIC PLAN

FOR THE FISCAL YEARS

2015/16 – 2019/20



QCTO

Quality Council for Trades & Occupations



QUALITY COUNCIL FOR TRADES AND OCCUPATIONS

STRATEGIC PLAN

FOR THE FISCAL YEARS 2015/16 – 2019/20



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FEBRUARY 2015



FOREWORD

The QCTO, as a result of a highly committed staff and supportive partnerships, is growing from strength to strength. As we move into our second Strategic Plan we do so with much invigoration. 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



CERTIFICATION

It is hereby certified that this Strategic Plan:

- was developed by the management of the Quality Council for Trades and Occupations (QCTO) under the guidance of Council;
- takes into account all the relevant policies, legislation and other mandates for which the QCTO is responsible; and
- accurately reflects the strategic outcome oriented goals and objectives, which the QCTO will endeavour to achieve over the period 2015/16 to 2019/20.



Prof Peliwe Lolwana

Chairperson: QCTO



Ms Joyce Mashabela

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PART A: STRATEGIC OVERVIEW

1. Vision

The QCTO vision is to **qualify** a skilled and capable workforce.

2. Mission

The QCTO's mission is to effectively and efficiently manage the occupational qualifications sub-framework in order to set standards, develop and quality assure national occupational qualifications for all who want a trade or occupation and, where appropriate, professions.

3. Values

| VALUES |
|--|
| <p>Innovation and Excellence</p> <p>We rise to opportunities and challenges, we continuously learn, we are innovative and we consistently produce work of distinction and fine quality, on time, and in line with our clients' needs</p> |
| <p>Empowerment and Recognition</p> <p>We enable people to make things happen, we encourage and support one another when and where needed, and we celebrate successful accomplishment of work</p> |
| <p>Respect and Dignity</p> <p>We value and show consideration for all the people we work with, treat one another with kindness and thoughtfulness, and embrace inclusivity</p> |
| <p>Ethics and Integrity</p> <p>We embrace and practice a moral code of trustworthiness, honesty and truthfulness in everything we say and do, and we honour our promises and commitments</p> |
| <p>Ownership and Accountability</p> <p>We take ownership of our responsibilities and we answer for our decisions and actions</p> |
| <p>Authenticity</p> <p>We protect the public by issuing authentic, quality qualifications</p> |

4. Legislative and other mandates

4.1. Constitutional mandate

The QCTO is not directly referenced in the Constitution. However there are two sections in the Bill of Rights to which its functions relate:

22. Freedom of trade, occupation and profession

Every citizen has the right to choose their trade, occupation or profession freely. The practice of a trade, occupation or profession may be regulated by law.

29. Education

1. Everyone has the right

- a. to a basic education, including adult basic education; and
- b. to further education, which the state, through reasonable measures, must make progressively available and accessible.

In ensuring the quality of occupational qualifications, which include qualifications leading to trades, other occupations and professions, the QCTO contributes to Section 22.

In developing and quality assuring occupational qualifications that augment the menu of qualifications in the further education and training sector, it also contributes to Section 29(1)(b).

And, in so far as its foundation qualification, contributes to adult basic education, the QCTO also contributes to Section 29(1)(a).

4.2. Legislative mandate

4.2.1 National Qualifications Framework Act, No. 67 of 2008

The NQF Act is the guiding act for the qualification sub-frameworks with the Skills Development Act, the GENFETQA Act and the Higher Education Act providing the specific functions for each of the quality councils.

The following extracts from the National Qualifications Framework Act provide a summary of the National Qualifications Framework and the functions of the Quality Councils:

Section 4 – Framework

“The NQF is a comprehensive system approved by the Minister for the classification, registration, publication and articulation of quality-assured national qualifications.”

Section 7 – Sub-frameworks

“The NQF is a single integrated system which comprises of three coordinated qualifications sub-frameworks, for:

- (a) General and Further Education and Training, contemplated in the GENFETQA Act;
- (b) Higher Education, contemplated in the Higher Education Act; and
- (c) Trades and Occupations, contemplated in the Skills Development Act.”



Section 27 – Quality Councils

All three Quality Councils will have the same functions with regard to the development, implementation and quality assurance of their respective qualification sub-framework, qualifications and part qualifications, and the learning and assessment provision thereof, and must:

- “(a) perform its (their) functions subject to this Act and the law by which the QC is established;
- (b) comply with any policy determined by the Minister in terms of section 8(2)(b);
- (c) consider the Minister’s guidelines contemplated in section 8(2)(c);
- (k) (iii) perform any other function required by this Act; and
- (k) (iv) perform any function consistent with this Act that the relevant Minister may determine.”

More detailed prescriptions are contained in items (d-k) of section 27.

4.2.2 Skills Development Act (SDA), No. 97 of 1998

The Skills Development Act, as amended in 2008, provides for the establishment, composition, constitution and other functions of the QCTO providing the requirements for both the:

- Corporate form of the QCTO (Structure and Functions)
- Core services of the QCTO (Products and Services)

The following table summarises the relevant sections of the Skills Development Act as they relate to the QCTO:

| |
|--|
| Chapter 6c – Quality Council for Trades and Occupations |
| Section 26F – Policy on occupational standards and qualifications |
| Section 26G – Establishment of the QCTO |
| Section 26H – Functions of the QCTO |
| Section 26I – Delegation of functions |
| Section 26J – Regulations regarding occupational standards and qualifications |
| Section 5(1)(dA) – Functions of National Skills Authority |
| Section 6(2)(h) – Composition of National Skills Authority and term and vacation of office |
| Section 10(1)(e) and (jB) – Functions of SETA |
| Section 17(1)(c) – Learnership agreements |
| Section 22(2)(c)(vii) – Administration of Act by Department |
| Section 26(A)(2)(b) – National artisan moderation body |
| Section 26(D)(4) and (5) – Trade tests |
| Schedule 3 – Composition and Constitution of the QCTO |
| Schedule 3(1) – Composition of QCTO |
| Schedule 3(2) – Constitution of QCTO |



4.2.3 Higher Education Laws Amendment Act, No. 26 of 2010

On 7 December 2010, the Higher Education Laws Amendment Act was passed in which the following sections of the Skills Development Act, relevant to the QCTO, were amended:

Amendment of section 26 of Act 97 of 1998, as inserted by section 11 of Act 37 of 2008:

5. Section 26G of the Skills Development Act, 1998, is hereby amended by the substitution of subsection (5) of the following subsection:
 - (5)(a) The Minister must appoint the chief executive officer of the QCTO on the recommendation of the members of the QCTO.
 - (b) If the Minister does not agree with the recommendation of the members of the QCTO, they must make another recommendation for consideration by the Minister.
 - (c) The QCTO must appoint such number of employees to assist the QCTO in the performance of its functions as it may deem necessary.
 - (d) Despite paragraph (a), the QCTO is the employer of the executive officer and employees and must determine their remuneration, allowances, subsidies and other conditions of service.
 - (e) Staff identified in posts on the establishment of the Department who immediately before the commencement of the Higher Education Laws Amendment Act, 2010, performs functions relating to the administrative management of the QCTO may, subject to section 197 of the Labour Relations Act, 1995 (Act No. 66 of 1995), be appointed or transferred to the QCTO.

4.2.4 Public Finance Management Act, No. 1 of 1999

On 31 December 2010, the QCTO was listed as a Schedule 3A Public Entity under the Public Finance Management Act, effective retrospectively from 1 April 2010 (Gazette Notice 33900), as per section 26(G)(1) of the SDA. It is therefore subject to all the measures outlined in that Act relevant to such entities.

4.2.5 Memorandum of Agreement (MoA) between the QCTO and the Department of Higher Education and Training (DHET)

The QCTO and the DHET entered into a MoA on 13 July 2011 with the understanding that for the transition, the QCTO will use the DHET's infrastructure and systems to support it while becoming fully operational. The MoA was extended annually until 2013/14. From 2014/15 onwards, the QCTO appointed a number of permanent staff members, has made significant headway in respect of the development and implementation of its internal policies and systems, and has relocated to its own premises, which makes it possible to discontinue the MoA.



4.3. Policy mandates

In December 2012, the Minister of Higher Education and Training published Government Gazette 36003 on the determination of the three sub-frameworks that make the National Qualifications Framework. The determination proposes that the focus of the Occupational Qualifications Sub-framework (OQSF) should be on Levels 1 to 6 of the NQF. Following consultation, the Minister published Gazette 36803 on 30 August 2013, amending the determination of the sub-frameworks that comprise the NQF. In this Gazette the Minister maintained the need for the OQSF development, at present, to focus on NQF Levels 1 to 6 but was permitted to develop qualifications on NQF Levels 1 to 8.

4.4. Relevant court rulings

There are currently no direct court rulings relevant to the QCTO.

5. Situational analysis

5.1. 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 following:

- 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 relationships 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 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 the SAQA for registration on the National Qualifications Framework; and
- To ensure the quality of occupational standards and qualifications and as well as 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 South African Qualifications Authority 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 Record Database.
- Conduct or commission and publish research.
- Inform the public about its sub-framework.

In summary, the functions of the QCTO are as follows:

- a. Management of the Occupational Qualifications Sub-framework (OQSF).
- b. Design, develop and improve occupational qualifications.
- c. Quality Assurance of occupational qualifications.
- d. Assessment and moderation of occupational qualifications.
- 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 during July 2014.

Furthermore, a decision has been made that the QCTO should take 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 assurance of which is currently delegated to the SETAs. The plan to withdraw these delegations, without disrupting the system, will commence 2015/2016.

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 with respect to 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 a 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 begun working with SETAs to accurately quantify backlogs and make plans to eliminate them.

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

- 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 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.

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 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, South African Qualifications Authority 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.

5.2. 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 also established in the process. 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 that 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, 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 have been accomplished:

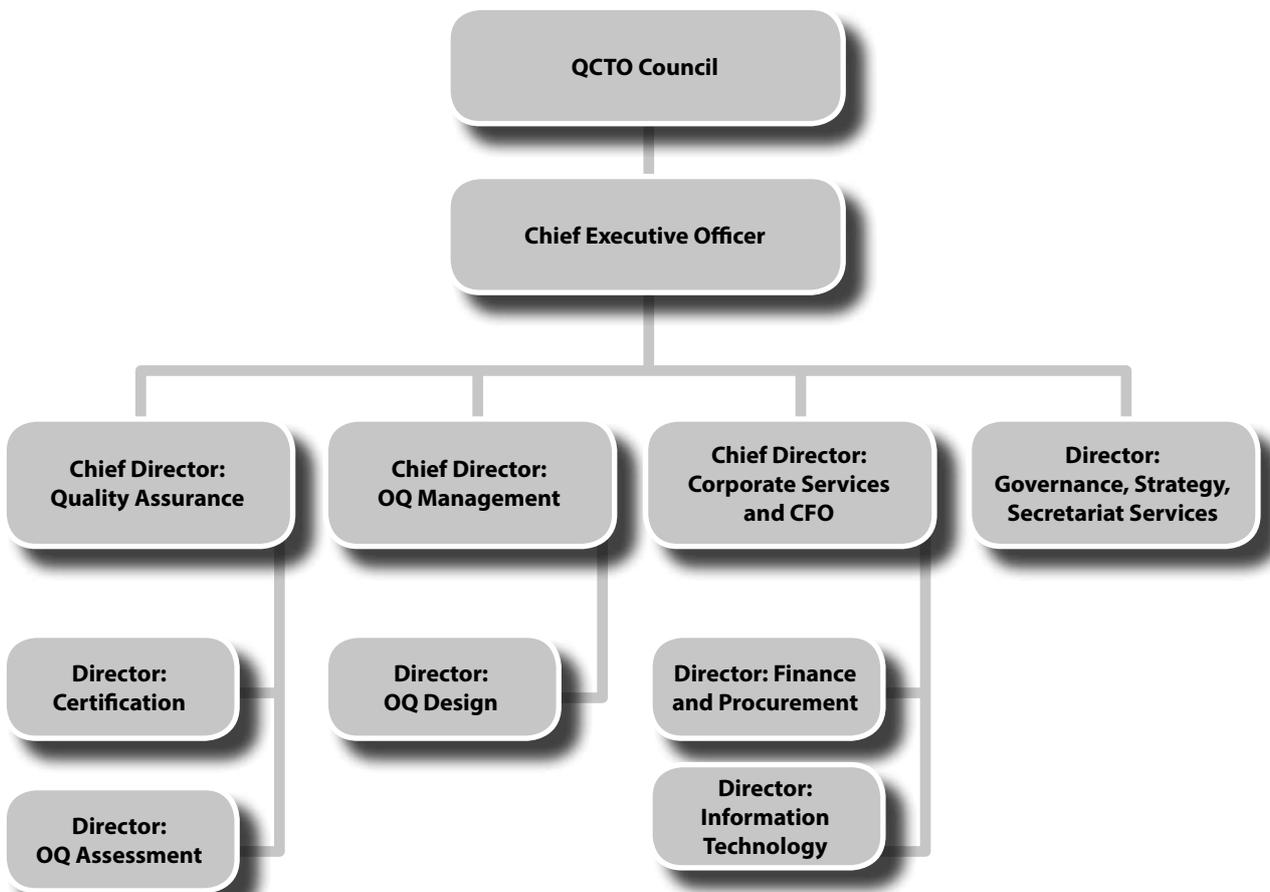
1. The QCTO moved out of the DHET buildings into its own rental location that is situated in a highly desirable area with rental fees set at a very reasonable price.
2. Human Resources and Finance systems are in place, which has allowed the QCTO to suggest to the DHET that the MoA with the Department be terminated.



3. Standardisation of operational processes and procedures for the core business areas are at an advanced stage.
4. Creation of governance and corporate structures that meet the exacting requirements of the 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 34 persons.

Although the QCTO has developed a Master System Plan (MSP) for the development of its Information Technology (IT) infrastructure, this remains an area that needs attention. There is also 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.

QCTO's high level organogram



One of the most significant challenges is the volume of work to be performed in respect of 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 by the DHET during June 2014.

5.3. Overview of the Budget

The QCTO has been allocated R50, 994 million (m) (including approved accumulated rollovers and R939 000 for the NSF project) for 2013/14, R51, 667m for 2014/15 and R61, 848m 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 2013/2014 the QCTO received an amount of R15, 428m and for 2014/15 an amount of R28, 500m has been allocated to the QCTO. Approval was granted by the Minister for R40, 000m for the year 2015/16. Projections for the outer Medium-Term Expenditure Framework (MTEF) periods for 2016/17 and 2017/18 are R70, 252m and R97, 922m 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 a contract basis, as opposed to permanent positions.

The DHET had a meeting with QCTO to discuss the budget cut of R2,5m on QCTO's budget to be effected over the MTEF period from 2015/16 onwards. The funds will assist the DHET 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 R2,5m 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 their team, 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.



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

Figure 1

| QCTO MTEF 2015/16 - 2017/18 (REVENUE) | | | | |
|---------------------------------------|---------------|---------------|---------------|----------------|
| DETAILS | 2014/15 | 205/16 | 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 | - | - | - |
| SUB-TOTAL | 57 020 | 61 848 | 93 390 | 122 342 |

Expenditure trends per programme and per classification are projected in the table below (Figure 2) from the previous financial years up to 2017/18:

Figure 2

| 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 | Adjusted 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 |
| TOTAL | 10 715 | 28 209 | 50 993 | 51 667 | 5 353 | 57 020 | 61 848 | 99 390 | 122 342 |

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 | Adjusted 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 |
| TOTAL | 10 715 | 28 209 | 50 993 | 51 667 | 5 353 | 57 020 | 61 848 | 93 390 | 122 342 |

The expenditure estimates (in Figure 2) were projected with the assumption that all the income revenue (in Figure 1) will be realised in full.



5.4. Process followed in developing the strategic plan

The strategic planning process began with a workshop with the QCTO Council on 19 and 20 February 2013 and a follow up workshop on 18 March 2014. The outcome of the QCTO Council workshops was the identification of issues that the Strategic Plan 2015/16 to 2019/20 must address. A series of workshops were held in 2013 and 2014 with the management and staff of different QCTO programmes to update and draft the Strategic and Annual Performance Plans. These first draft plans were submitted to Council on 26 August 2014 at which stage minor changes were made and the plans were approved for further work. The draft Strategic and 2014/15 Annual Performance Plans (version 1) were submitted to the Minister and Department of Higher Education and Training, as well as the National Treasury, on 29 August 2014 as required. This final version was updated based on comments from the DHET and National Treasury, further reflection by the Office in view of comments from the Executive Committee and others. This version was tabled to Council on 11 November 2014, approved and recommended for submission to the Minister for final approval and tabling in Parliament.

6. Strategic outcomes oriented goals of the Quality Council for Trades and Occupations

| | |
|---|--|
| Strategic Outcomes Oriented Goal 1 | Competent people in priority trades and occupations. |
| Goal Statement | Contribute to the creation of a skilled and capable workforce in priority trades and occupations for employment opportunities that are available in the labour market. |
| Indicator | Number of certificates issued in priority occupational qualifications (trades and non-trades) after recommendation by Assessment Quality Partner. |
| Strategic Outcomes Oriented Goal 2 | Create a sustainable organisation. |
| Goal Statement | Create a sustainable organisation to deliver on the QCTO's mandate. |
| Indicator | Management systems developed, implemented and maintained by March 2020. |



PART B: STRATEGIC OBJECTIVES

7. Programme 1: Administration

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

7.1. Strategic objective for Programme 1

| | |
|--------------------------------|--|
| Strategic objective 1.1 | Management Support Services. Institutional capability in place to enable QCTO to deliver its products and services. |
| Baseline (2013/14) | 14 Financial Policies, 3 systems, and 61% (28) of set target (46) in terms of human capital. |

7.2. Resource consideration for Programme 1

- At present Programme 1: Administration has the following staff members to perform the work:
 - 1 CEO
 - Personal Assistant to the CEO
 - 1 Chief Director: Corporate Services and CFO
 - 2 Directors
 - 4 Deputy Directors
 - 5 Assistant Directors
 - 2 Practitioners
 - 1 Departmental Secretary
 - 1 Driver/Messenger
 - 1 Cleaner/Housekeeper
 - 1 Receptionist/Switchboard Operator
- It is envisaged that the approved QCTO Organisational structure will allow for the following post to be filled:
 - 1 Assistant Director: Administration
 - 1 Practitioner: Procurement
 - 1 Senior Clerk: HR and Administration

7.3. Risk management for Programme 1

| Strategic Objective | Risk Description | Current Controls | Action Plan |
|--|--|--|---|
| Institutional capability in place to enable QCTO to deliver its products and service | Delays or non- approval of the ICT MSP implementation plan | Approved ICT Policy IT Infrastructure Approved Master Systems Plan (MSP) | Implement MSP upon approval by EXCO/Council Establishment of the ICT Steering Committee, which will then approve the implementation plan |

8. 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.

8.1. Strategic objective for Programme 2

| | |
|--------------------------------|---|
| Strategic Objective 2.1 | Occupational Qualifications Management Ensure prioritised occupational qualifications recommended to SAQA for registration on the Occupational Qualification Sub-framework, which are utilised and effectively managed |
| Baseline (2013/14) | Eighteen occupational qualifications recommended |

8.2. Resource consideration for Programme 2

- At present the following staff complement performs work for Programme 2:
 - 1 Chief Director
 - 1 Director
 - 3 Deputy Directors
 - 2 Contract employees
 - 1 Departmental Secretary
- It is envisaged that the approved QCTO organisational structure will allow for the following post to be filled:
 - 1 Deputy Director

8.3. Risk management for Programme 2

| Strategic Objective | Risk Description | Current Controls | Action Plan |
|---|---|--|--|
| Ensure prioritised occupational qualifications recommended to SAQA for registration on the Occupational Qualification Sub-framework, which are utilised and effectively managed | Disjuncture between the applications received vs. what we have as our priority | QDF Forum and other forums in place as well as training of the LQDFs | Scheduled forums held regularly and training schedule developed |
| | Inability to timely replace the current qualifications before the teach-out period has passed | | Data is gathered of qualifications that no longer have learner uptake or achievement and priority is given to qualifications that are needed Extend the lifespan of those current qualifications that cannot be replaced when lifespan ends in 2015 |



9. 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.

9.1. Strategic objectives for Programme 3

| | |
|--------------------------------|---|
| Strategic Objective 3.1 | Quality Assurance To ensure that the Quality Assurance System for the implementation of registered occupational qualifications is functional, effective and efficient |
| Baseline (2013/14) | All AQP applications processed (13 for 2013/14) QAPs and AQPs quality assured (new indicator) All recommendations for accreditation of Assessment centres processed (new indicator) |
| Strategic Objective 3.2 | Certification Learner achievements for qualifications on the OQSF quality assured and certificated as prescribed in QCTO policies |
| Baseline (2013/14) | Number of certificates issued (5037 for 2013/14) |

9.2. Resource consideration for Programme 3

- At present the following staff complement performs work for Programme 3:
 - 1 Chief Director: Quality Assurance
 - 1 Director: Quality Assurance of Assessment
 - 1 Director: Certification
 - 3 Deputy Directors
 - 2 Senior Practitioners
- It is envisaged that the approved QCTO organisational structure will allow for the following posts to be filled:
 - 1 Deputy Director
 - 1 Assistant Director: Certification (3-year contract)
 - 1 Departmental Secretary
 - 6 Data Capturers (3-year contracts)



9.3. Risk management for Programme 3

| Strategic Objective | Risk Description | Current Controls | Action Plan |
|---|--|--|--|
| To ensure that the Quality Assurance System for the implementation of registered occupational qualifications is functional, effective and efficient | Insufficient number of accredited providers/ assessment centres to offer/ assess the registered qualifications | Advocacy of qualifications Engaging with AQPs | Advocacy of qualifications. Review of processes to enable QCTO to invite SDP /assessment centre applications for registered qualifications |
| | Turnaround time of processing applications not achieved | Accreditation of Assessment Centres within turnaround time as stipulated in the Accreditation Policy | Allocate resources to ensure that turnaround time is achieved |
| | Lack of a credible occupational qualification system | Policies and procedures in place Monitoring /Verification Plan implemented | Intensify monitoring visits. Follow-up remediation visits where necessary |
| Learner achievements for qualifications on the OQSF quality assured and certificated as prescribed in QCTO policies | Deviation from expected turnaround time for the issue of certificates | Verification of recommendations. System security upgrade | Improve the security features of the certificates. Implement automated data submission. Implement monitoring and evaluation of AQPs' functions and systems |
| | Learner achievement not recorded on NLRD | Quality Assure AQP upload to NLRD | Develop and implement compatible QCTO Learner Management Information infrastructure system |

10. Technical indicator descriptions for strategic outcomes oriented goals

Goal statement for Goal 1: Contribute to the creation of a skilled and capable workforce in priority trades and occupations for employment opportunities that are available in the labour market.

Indicator title for Goal 1: Number of certificates issued in priority occupational qualifications (trades and non-trades) after recommendation by Assessment Quality Partner.

| | |
|----------------------------------|--|
| Indicator title | Number of certificates issued in priority occupational qualifications (trades and non-trades) after recommendation by Assessment Quality Partner |
| Short definition | Number of certificates issued in priority occupational qualifications (trades and non-trades) after recommendation by Assessment Quality Partner |
| Purpose/Importance | To measure the number of people who've been found competent in priority trades and occupations |
| Source/Collection of data | QCTO certification system |
| Method of calculation | Number of certificates issued |
| Data limitations | Different sources for collecting learner achievement |
| Type of indicator | Outcome |
| Calculation type | Cumulative |
| Reporting cycle | At the end of the Strategic Plan cycle |



| | |
|---------------------------------|--|
| New Indicator | Yes |
| Desired performance | Successful implementation of the Occupational Qualification Sub-framework (OQSF) |
| Indicator responsibility | CEO |

Goal statement for Goal 2: Create a sustainable organisation to deliver on the QCTO's mandate

Indicator for Goal 2: Management systems developed, implemented and maintained by March 2020

| | |
|----------------------------------|--|
| Indicator title | 2.1 Management systems developed, implemented and maintained by March 2020 |
| Short definition | Management support systems that encompass internal policies, strategies, processes and systems |
| Purpose/Importance | Achieving institutional sustainability |
| Source/Collection of data | Policy documents, plans and strategy |
| Method of calculation | Counting policies, plans , systems and strategies approved |
| Data limitations | Delays in approval process and capacity |
| Type of indicator | Outcome |
| Calculation type | Cumulative |
| Reporting cycle | At the end of the Strategic Plan cycle |
| New Indicator | Yes |
| Desired performance | All key strategic policies plans and systems in place to ensure institutional sustainability |
| Indicator responsibility | CEO |

11. Materiality and Significance Framework

The Minister approved the QCTO's Materiality and Significance Framework on 4 June 2013. The newly received QCTO Materiality and Significance Framework was approved by Council and submitted to the Minister in July 2014. This was subsequently submitted to the Minister for approval. Response is awaited.

12. Acronyms and Abbreviations

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



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





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RP89/2015

ISBN: 978-0-621-43433-0