COUNCIL ON HIGHER EDUCATION

QUARTERLY REPORT TO THE DEPARTMENT OF HIGHER EDUCATION AND TRAINING (DHET)

1 JANUARY 2017 – 31 MARCH 2017

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1. INTRODUCTION

The Council on Higher Education (CHE) operates as a national entity under Schedule 3A of the Public Finance Management Act (PFMA) 1 of 1999, as amended. It adheres to principles of good governance, financial and performance management and is held accountable for these to the Parliament of the Republic of South Africa. The CHE was established as a juristic person in terms of section 4 of the Higher Education Act (101 of 1997). In summary, the main areas of work of the CHE are:

- To provide advice to the Minister of Higher Education and Training on all higher education matters at his request and proactively.
- To monitor the state of the higher education system in relation to the goals of national policies and international trends.
- To contribute to the development of higher education through intellectual engagement with key issues through research, publications and conferences and in partnership with relevant stakeholders.
- To develop and implement a system of quality assurance for all higher education institutions, including private providers of higher education, which focuses on programme accreditation, institutional audits, national reviews, and capacity development and quality promotion.
- To develop and manage the Higher Education Qualifications Sub-Framework (HEQSF) and to develop and set standards, including naming conventions for all higher education qualifications.

2. CEO'S OFFICE AND ORGANISATIONAL MATTERS

2.1 STRATEGIC PROJECTS IN THE OFFICE OF THE CEO

2.1.1 2017 NQF Impact Study

Section 13(1)(k) of the National Qualifications Framework Act 67 of 2008 requires the South African Qualifications Authority (SAQA) to conduct or commission investigations of issues of importance to the development and implementation of the NQF, including periodic studies of the impact of the NQF on South African education, training and employment. Four NQF Impact Studies have been undertaken so far in 2002, 2005, 2010 and 2014 respectively. Following the development of a system of collaboration in 2012, as envisaged in Section 13(1)(f) of the National Qualifications Framework Act 67 of 2008, the NQF Impact Studies have become joint projects of the SAQA and the Quality Councils and the 2014 one had contributions from the CHE and the other Quality Councils. The CHE is therefore also involved in the 2017 NQF Impact Study.

Based on guidelines developed by SAQA, a proposal for the CHE's contribution to the 2017 NQF Impact Study was developed and presented to SAQA's Impact Study Committee, Research Committee and Executive Management. The proposal focuses on initiatives to bridge the gap between public universities and private higher education institutions with a view of moving towards a single, integrated and articulated higher education system in the country in line with the NQF's objectives. The study will be conducted during 2017/18 financial year.

2.1.2 Other NQF-related activities

The CHE continued to be represented on the steering committee which is overseeing the 'Implementation Evaluation of the NQF Act'. Two steering committee meetings were held between January and March 2017. The purpose of these meetings was to discuss and approve the revised theory of change and evaluation framework, as well as the sampling methodology. These have been revised several times during the last six months to ensure that they fit in the evaluation framework and methodology prescribed by the Department of Planning, Monitoring and Evaluation.

The CEO attended Council meetings of Umalusi and the QCTO, and a Board meeting of SAQA; as well as the CEO Committee meeting.

The CHE also took part in the activities of the NQF Advocacy and Communication Sub-Committee, through its representative, Mr Ntokozo Bhengu. Dr Amani Saidi continued to serve on the reference group that is overseeing the development of QCTO's policy on credit accumulation and transfer (CAT), as well as on one that is overseeing the revision of policies and criteria for the evaluation of foreign qualifications at SAQA.

2.1.3 International Conferences

One staff member travelled internationally during this quarter.

Prof Diane Grayson

From 20 to 24 February 2017, she was part of a Kresge Foundation funded group of South Africans who attended DREAM 2017, the annual conference of the Achieving the Dream network of community colleges. The focus of the conference is how to improve access and success to higher education for underserved students, predominantly low income and first generation.

2.2 Governance and Management Issues

2.2.1 Revised Strategic Plan 2015-2020 – Annual Performance Plan 2017/18

Two meetings between the CHE and the representatives from the Office of the Auditor-General (AG) were held on 8 and 23 February 2017 to further consider the revised Strategic Plan 2015-2020 and the Annual Performance Plan 2016/17 in order to ensure that they addressed challenges previously encountered with the AG and that they met the requirements of the National Treasury as outlined in its regulatory framework: *Framework for Strategic Plans and Annual Performance Plans*.

Important refinements and clarifications agreed during the two meetings were made to the targets and performance indicators without materially changing the content of the document. These were incorporated in the versions that were submitted to Parliament by the end of February 2017.

2.2.2 Meetings

Seven governance meetings were held during this quarter:

- 24 January 2017 – Audit and Risk Committee (ARC)
- 26 January 2017 – Executive Committee (EXCO)
- 21 February 2017 – Human Resources and Remuneration Committee (HRRC)
- 16 March 2017 – Human Resources and Remuneration Committee (HRRC) – special meeting
- 23 March 2017 – Council
- 9 February 2017 – Higher Education Quality Committee (HEQC)
- 30 March 2017 – Higher Education Quality Committee (HEQC)

3. MONITORING AND EVALUATION

3.1 Research Projects

3.1.1 Higher Education Performance Indicators

The longitudinal studies on the 2010 cohort in higher education were undertaken, and the graphs based on the latest HEMIS data were prepared for *VitalStats 2015*. The completed manuscript is in the printing process for release in early April.

3.1.2 Regulation of Fees

This project was initiated in response to a request for advice from the Minister of Higher Education and Training and is being run from the CEO's office. Work on the second phase of the project was completed in this quarter. A background research document on fee regulatory models, and the ISFAP proposal of the Ministerial Task Team on funding for the poor and 'missing middle' students, were presented to the Task Team on 17 February. The Task Team's deliberations informed the revision of its recommendations which were presented to Council on 23 March 2017. The Council's advice document, *The CHE's Advice to the Minister of Higher Education and Training on a Framework for the Regulation of Fees in Higher Education*, was finalised thereafter for submission to the Minister. The main recommendations in the Council's advice were presented to the USAf Board on 29 March 2017 for consultative purposes.

3.2 Other activities

3.2.1 Dr Webbstock continued to serve as a member of the Task Team that is developing the National Plan for Higher Education and to this end she participated in an overarching PSET planning workshop for three days at the end of January.

3.2.2 An issue of Higher Education Monitor, *Learning to Teach in Higher Education in South Africa: an investigation into the influences of institutional context on the professional learning of academics in their roles as teachers* was edited and prepared for publication, with a release date of early April.

3.2.3 A draft CHE response to the DHET's draft *Open Learning and Distance Education Policy* was prepared for discussion by Council on 23 March.

3.2.4 A draft CHE comment on the DHET's draft Creative Outputs Policy was prepared for discussion by Exco.

3.2.5 Dr Webbstock participated in a DHET reference group working on developing governance indicators for the higher education system.

3.2.6 Monitoring and Evaluation staff worked on developing an institutional profile of the University of Zululand to be used in the forthcoming institutional audit of that university.

3.2.7 A manuscript for *Kagisano 11: Constituting Higher Education,* was edited and prepared for publication in April.

3.3 HEQCIS: Data Collection

Since inception:

Of the **137** unique PHEIs that are expected to use the system, **136** institutions[1] (i.e. **99%**) submitted at least one full data load each. The total numbers loaded onto the HEQCIS, thus far, were **418 827** learners with **458 417** qualification uptake results (**115 906** achievements and **315 429** enrolments) between them (a further **27 082** were shown as de-enrolled), an increase of **1 384** learners loaded thus far during the first cycle[2] of 2017 (the "current cycle").

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[1] These include four institutions that were de-registered after their first loads.

[2] The first cycle of 2017 (the "current cycle") is 16 December 2016 to 15 June 2017. The second cycle will be 16 June to 15 December 2017.

Most recent data-load cycle:

The pool for the current cycle (which will to an end on 15 June 2017) is made up of **122 unique PHEIs.** Of the **122** registered institutions using the system, **11** institutions (i.e. **10%** of all unique PHEIs, which is the same number as last year at the same time, but **1%** lower, because last year's total was 120) have successfully submitted at least one full data load each, within the current cycle. The total numbers[3] loaded during the current cycle are **53 874** learners with **59 568** qualification uptake results (**37 029** achievements and **14 980** enrolments) between them (a further **7 559** were shown as de-enrolled).

The overall total number of learners increased by **1 384** since the previous quarter, and the total number of qualification uptake results increased by **1 883** (**1 040** achievements, **477** enrolments and **366** de-enrolments).

3.4 Private Higher Education Management Information System

The private providers continued to upload data to the new fields in the system in this quarter, and the reporting function was used by a number of staff for research and accreditation purposes.

4. QUALITY PROMOTION AND CAPACITY DEVELOPMENT

4.1 European Union (EU) Dialogue Facility Bridging Phase Projects

A steering committee for the EU-funded *joint CHE/DHET project on the development of a framework to enhance the interaction, coordination and collaboration between relevant stakeholders to produce more professional graduates* was established. It comprises representatives of DHET, the CHE, the QCTO, Higher Education Institutions (HEIs), Technical and Vocational Education and Training (TVET) colleges, Professional Councils (PCs), provincial and national departments of government, Sector Education and Training Authorities (SETAs) and industry. It had its first meeting on 20 January 2017 at the CHE where it received and considered the background research report for the project. It also accepted the recommendation that an international colloquium be organised to take place in May 2017.

The Project Steering Committee for the joint DHET-CHE, EU-funded project entitled *Improving the effectiveness of university teaching through assessment and accreditation of academics as teachers* was held on 9 and 10 March in Port Elizabeth. An expert from the UK Higher Education Academy was part of the meeting. The main project activity, a national workshop, will be held in Port Elizabeth from 24 to 26 May. At the committee meeting the programme and speakers were finalised.

4.2 Quality Assurance Forum for Professional Councils

The quality assurance forum workshop for professional councils was organised and it took place on 24 March 2017. Fifteen (15) statutory professional councils and five (5) other SAQA-recognised professional bodies were represented at the workshop. The DHET, SAQA, Universities South Africa (USAf) and the Accreditation Sub-Committee of the Higher Education Quality Committee (HEQC) were also represented. The theme of the workshop was: 'advancing cooperating among role players in quality assurance in higher'. The objectives were to (a) share information on, and discuss the CHE's standard development function and its implications to professional councils; (b) share practical examples of cooperation between the CHE and professional councils; (c) discuss the way forward

[3] Every time an institution loads any data to the HEQCIS, it submits its entire dataset. At the same time, not all institutions submit data in every cycle (although the minimum standard says that they must). Furthermore, some institutions submit a full dataset, with no changes since the previous submission.

regarding the framework for cooperation and collaboration that a Working Group convened by the CHE had produced; and to reflect on the strategic direction of the CHE going forward. The workshop went very well and, regarding the framework for cooperation and collaboration that a Working Group convened by the CHE had produced, the agreement was that this cannot be implemented independent of the national regulatory framework that the DHET and the CHE are currently developing in collaboration with the EU. It was therefore resolved that the former should feed into the latter.

4.3 CHE Newsletter

The third issue of the CHE electronic newsletter for the 2016/17 financial year was compiled, distributed to stakeholders and also uploaded onto the CHE website in March 2017. The newsletter has become an additional platform for communicating with stakeholders.

5. PROGRAMME ACCREDITATION

5.1 Applications Received

Of the 119 new submissions received for processing via the HEQC-online system during this quarter, 79 were from public higher education institutions and 40 from private higher education institutions. The number of applications received for accreditation from the public Higher Education Institutions has increased steadily over the last year, particularly in the areas of Education, Business, Economics and Management Studies, and Health Professions and Related Clinical Sciences. The private Higher Education Institution submitted more applications within the areas of Business, Economics and Management Studies.

Table 1 below indicates that the largest increase in new applications received are at NQF level 8 and 9 i.e. professional, four-year degrees, postgraduate diplomas, honours and master's degrees.

Table 1: New Applications received per NQF level

NQF Level	Number of Applications: Private Providers	Number of Applications: Public Providers
Level 5	17	3
Level 6	8	8
Level 7	13	29
Level 8	2	22
Level 9	0	15
Level 10	0	2
TOTAL	**40**	**79**

Table 2: New Applications Received per CESM category

CESM Category	Number of Applications: Private Providers	Number of Applications: Public Providers
Agriculture, Agricultural Operations and Related Sciences	4	3
Architecture and the Built Environment	1	6
Visual and Performing Arts		3
Business, Economics and Management Studies	17	16
Communication, Journalism and Related Studies		
Computer Science and Information Sciences		4
Education	4	14
Engineering		6
Health Professions and Related Clinical Sciences	7	12
Family Ecology and Consumer Sciences		1
Languages, Linguistics and Literature		

Law	2	
Life Sciences	2	
Physical Sciences		2
Mathematics and Statistics	1	1
Military Sciences		
Philosophy, Religion and Theology	1	
Psychology	1	2
Public Management and Services		6
Social Sciences		3

One Accreditation Committee was held on 22 – 23 February 2017. Two HEQC meetings were held on 9 February 2017 and 30 March 2017 respectively. The applications that served on the Accreditation Committee meeting held on 22 – 23 November 2016 were tabled at the HEQC meeting held 9 February 2017.

Applications received in one quarter may be still in process of evaluation and may only be submitted to the HEQC in the following quarter.

5.2 Re-accreditation

Currently 16 institutions with a total number of 62 programmes are undergoing re-accreditation. Of this total of 62 programmes, 29 programmes were tabled at the HEQC meetings held on 9 February and 30 March 2017.

5.3 Summary of HEQC decisions

The HEQC decisions are generally made on programmes submitted in a previous quarter as the accreditation process generally takes up to between six to eight months to complete after the appointment of an evaluator for each submission. Therefore, performance targets per quarter indicate the percentage of programme accreditation applications that receive an HEQC outcome within a six-month period

During this quarter, 41 conditions were processed and tabled at the HEQC meetings of 9 February and 30 March 2017.

Table 3: Summary of HEQC decisions

Total number of programmes for accreditation[4]	139
Programmes accredited	113
Programmes accredited (with conditions)	13
Programmes not accredited	13
Total number of conditions tabled[5]	**41**
New/relocated site of delivery[6]	8 sites
Total number of sites of delivery visited [7]	10 institutions, 22 sites
Total number of programmes for Re-Accreditation[8]	**29**
Re-accredited	2
Extension of accreditation	1
Re-accredited with conditions	23
Not re-accredited	3

[4] Total number of programmes for accreditation refers to all applications for accreditation including new applications for accreditation, deferrals, and representations. Outcomes for these programmes include accredited, accredited with conditions, not accredited and deferred decision.

[5] This figure refers to conditions tabled and is not included in the total number of programme for accreditation tabled.
[6] This figure refers to all individual applications for new or relocated sites of delivery. This figure is not included in the total number of programmes for accreditation.
[7] This figure refers to the number of sites visited for reasons including new applications for accreditation, conditions met, representations, deferrals, re-accreditation and complaints tabled. This figure is not included in the total number of programmes for accreditation.
[8] This figure refers to the total of reaccreditation outcomes tabled at the HEQC meeting.

5.4 Accreditation workshops/meetings with providers

In this quarter the Accreditation Directorate met with different stakeholders regarding their programme accreditation applications. This included meetings with institutions, professional bodies, researchers, SAQA and the DHET.

6. NATIONAL STANDARDS AND REVIEWS

6.1 Bachelor of Social Work (BSW) Progress Reports Update

The University of Venda (UNIVEN) was requested to submit a revised progress report by October 2016. The Directorate made a follow-up site-visit to the university in October 2016 to verify assertions made in the progress report. The progress report was tabled at National Reviews Committee (NSRC) meeting of 17 and 18 January 2017 for discussion. The NSRC was not satisfied with the evidence provided in the report, and requested further information. UNIVEN promised to provide additional information in May 2017, after its full Council meeting scheduled for April 2017.

6.2 National Review of Bachelor of Laws (LLB) Degree Update

6.2.1 Ms Olivia Mokgatle, Director of National Standards and Reviews attended the South African Law Dean's Association (SALDA) special meeting held at the University of Johannesburg on 13 January 2017. The Meeting discussed the recent National Review of Bachelor of Laws (LLB) programmes. The review brought to light an issue that relates to a passage in the *Higher Education Qualifications Sub-Framework* (HEQSF) with regards to **Advanced Bachelor's Degrees**. The passage states that, in certain disciplines and fields, an advanced Bachelor's Degree such as an LLB, may follow on a first undergraduate degree. In such cases, the advanced Bachelor's Degree may be curriculated so that it consists of a minimum of 240 credits and provides the necessary preparation for Master's level study. The national standard for the LLB however, recognises only one version of the LLB qualification, whether it is awarded for an initial integrated 480-credit programme or a second-degree programme that accepts credits obtained during a previous degree programme. It is awarded at NQF exit-level 8, with a minimum of 480 credits.

The meeting resolved that this anomaly be brought to the attention of the HEQC for consideration. The SALDA proposal was tabled at the NSRC meeting of 17 and 18 January. The NSRC endorsed the SALDA's proposal to amend this section of the regulations. The HEQC considered and approved the request for an amendment to the HEQSF in this regard at its meeting of 9 February. The phrase 'Advanced Bachelor's Degree' was substituted with 'Second Bachelor's Degree following award of a first degree'.

6.2.2 The Terms of Reference of the NSRC allows the HEQC to co-opt a discipline expert with experience of teaching and research in the relevant discipline for the discipline under review. Since the LLB is currently under review; Justice Zak Yacoob has been dully co-opted to serve as a member of the NRC for the period of the LLB national review.

6.2.3 The National Standards and Reviews Committee (NSRC) met on 17 and 18 January to discuss the draft LLB panel reports and made recommendations for approval by the HEQC. At its meeting of 9 February the HEQC endorsed all the recommendations of the NSRC. The national review process requires that prior to making a final decision; the HEQC makes the draft report together with the recommendation submitted by the NRSC available to the institution. Should an institution wish to make a representation, it should do so within 21 days of receipt of the draft report. The institutions were given until 3 March 2017 to submit representations. In this representation, an institution may only correct factual information affecting the findings in the report or provide any material evidence that may have a bearing on the HEQC's decision.

The National Standards and Reviews Committee (NSRC) considered the representation received from the universities at its meeting of 16 March. The NSRC found no material evidence that had a bearing on the initial re-accreditation outcome, only minor adjustments to some of the recommendations and conditions were deemed necessary. At its meeting of 30 March 2017, the HEQC endorsed all the NSRC recommendations with regards to outcomes of the LLB review. The final reports have been sent to all the participating institutions.

6.2.4 3rd Phase of the LLB review

The 3rd phase of the LLB National Reviews entails the national report on the state of the LLB qualification in South Africa. A report writing team made of experts and relevant stakeholders in legal education has been appointed in this regard. The appointment letters have been sent out to the members.

6.3 Standards Development

6.3.1 Emergency Care Assistant qualification standards

The Directorate made a presentation at the NECET committee meeting on 15 March 2017 at the National Department of Health. The Professional Board for the Emergency Care has endorsed the standards working group members, and the first meeting is scheduled for May 2017. The department agreed to cover most of costs associated with the activities of the standards working group.

6.3.2 Engineering qualification standards

The CHE announced the publication of draft qualification standard statements for the Bachelor Engineering Technology and Advanced Diploma in Engineering for public comment on 14 February, the deadline for submission was 17 March. Very few comments were received. The Directorate is currently reviewing the comments in preparation for final HEQC approval and publication.

6.3.3 Bachelor of Commerce qualification standard

The Bachelor of Commerce reference group was supposed to be held in March, but could not take place because of lack of funds, however, the work of the group continues by email.

6.3.4 Sport Coaching qualification standard

A workshop planned for 3rd March took place as planned, considerable progress has been made even though only 4 members of the team attended. The Directorate did not have sufficient funds to bring the entire working group to the workshop. The 3rd draft is being finalised in preparation for wider consultation.

6.3.5 Bachelor of Library and information Sciences qualification standard

The Directorate met Prof Rocky Ralebipi-Simela – CEO and National Librarian at the National Library of South Africa on 3 March 2017. The meeting was in the main, to discuss funding models, nomination and selection the working group, and prospects of a national review of the library programmes. The National library is still committed to funding most the project as indicated during the initial meeting in 2016. The stakeholder consultative meeting will take place in the first quarter the of 2017/18 plan period.

6.3.6 Doctoral Studies Qualification Standard and National Review

Considerable progress has been made since the stakeholder consultative meeting held on 2 February.

The Development grant for 2017 in the amount of R998 700 has been signed off by NRF and transferred to the University of the Western Cape (UWC) for administration of the grant. The principal investigator of the project is Prof. Tandi Mgwebi from UWC. We await the award letter and conditions of grant which will be signed by both the CHE and UWC, and returned to the NRF.

Following a call for nomination of the members of the reference group, the selection process has since been completed, and the appointment letters sent out to the members. Considerations for selection were primarily based on; post-graduate teaching and research experience, Field of study/discipline, race, gender, and institutional type.

The Reference Group will play a crucial role in the development of a national benchmark standard, determination of the scope of work of the review, and would be expected to provide expert advice to the CHE as and when necessary. Even though the Reference Group is pivotal to the review project, co-option of additional members or expertise may be necessary at various phases of the project. All key stakeholder groups will be consulted when crucial decisions about the project are made.

Members of the group will participate in their individual capacities, not as representatives of institutions, special interest groups or professional bodies.

The initial 2-day workshop of the Reference Group scheduled to take place in May 2017 at the CHE offices.

7. INSTITUTIONAL AUDITS

7.1 Quality Enhancement Project

The last remaining QEP institutional visit, the visit to the North-West University, was conducted on 7 February 2017. This marks the end of institutional engagements in Phase 1 of the QEP.

The focus area for Phase 2 of the QEP, curriculum, and the requirements for institutional submissions were finalised by the HEQC at its meeting on 9 February 2017. There are four areas to be addressed: curriculum renewal and transformation, diversity and inclusivity, curriculum development capacity and quality, and participation in curriculum design and development. At the meeting of the QEP DVC Forum on 3 March the DVCs agreed to a submission date of 30 November 2017. Owing to the directive of the Council to introduce institutional quality reviews in 2018, there will be only a single institutional submission for Phase 2 of the QEP.

7.2 Institutional Audits Committee

Four of the 8 members of the committee ended their terms of office in December 2016. The members of the committee as of January 2017 are:

- Dr Vanessa Brown (Chair)
- Prof Rita Mare
- Prof Renuka Vithal
- Dr Martin Mandew
- Prof Ian Scott
- Dr Annetjie Erasmus
- Prof Lekan Ayo-Yusuf
- Prof Magda Fourie

The first meeting of the new committee was held on 6 March 2016.

7.3 Special institutional audit of the University of Zululand

The CEO and Director: Institutional Audits met with the senior management of UniZulu at the CHE on 31 January 2017 to discuss the background and process for the special institutional audit of UniZulu. Five panel members have been appointed, with the agreement of UniZulu. They are:

- Prof Hugh Amoore (chair)
- Prof Rosemary Moeketsi
- Prof Marissa Rollnick
- Prof Mbudzeni Sibara
- Dr Keith Jacobs

It was agreed with the senior management that the list of documents that the CHE is making available to the panel will be sent to UniZulu, and that the University may supply additional documents that it would like the panel to read. Both of these have been done. The panel will have a planning meeting at the CHE on 12 and 13 April.

7.4 Auditing of institutional quality assurance mechanisms

A discussion document on the proposed new process for institutional quality assurance, institutional quality reviews, was prepared and discussed at the IAC meeting on 6 March and the HEQC meeting on 30 March. A meeting of the Institutional Audit Review Working Group will be held on 6 April to develop the methodology and propose a process for piloting the new approach.

7.5 External engagements

The Director: Institutional Audits represents the CHE on the Universities South Africa Teaching and Learning Strategy Group, the CHE-HELTASA teaching awards committee and the Siyaphumelela steering committee.

8. CORPORATE SERVICES

8.1 HUMAN RESOURCES

8.1.1 Employment Profile

The total number of employees at the end of the quarter under review is 43, with 9 vacant positions against the 52 positions on the approved organisational structure. However there has been one (1) appointment and three (3) terminations during the last quarter. Four (4) of the nine (9) vacancies have been put on hold due to the organic nature of the work in the respective directorates and will be filled when there has been a substantive increase in the work flow, as planned. The Programme Accreditation directorate has two (2) positions that have been open for over a year now. The filling of these vacancies has been put on hold pending the outcome of the "Reviewing of Accreditation Processes Project "which has just been completed to determine the type of skills needed to deploy and/or attract going forward. The process of filling the other three (3) remaining positions is underway with one (1) candidate commencing in April 2017.

The review of the accreditation processes were necessitated by the high turnover of employees in the directorate, litigation challenges which has unfortunately had a major impact in terms of retention of institutional memory in the directorate. The work study has been completed and the directorate is in the process of attracting potential candidates to fill these vacancies. The directorate is currently utilising fixed term contract staff to fulfil some of the functions.

The table below depicts the employment profile as at 31 March 2017:

Salary Band	Number of employees employed at the beginning of the period – 01 January 2017	Number of appointments made during January, February and March 2017	Number of terminations made during January, February and March 2017	Number of employees a employed at the end of the period – 31 March 2017
Top Management	1	0	0	1
Senior Management	7	0	0	7
Professionally qualified	12	0	2	10
Skilled	*24	*1	*1	*23
Unskilled	2	0	0	2
TOTAL	**46**	**1**	**3**	**43**

Note: The lines above do not add up horizontally
*Second column: Appointments made in the first month of the period under review, e.g. January are included in the number of people employed at the beginning of the period – January 2017
Third column: All appointments made in the period January, February and March 2017 are shown.
Fourth column: Terminations are reported the month after the employee exit.

8.1.2 Employment Equity Profile:

The CHE aims to create an organisation that reflects the diversity of the South African society and contributes to maximising the potential of its employees. The CHE also aims to create a work environment that supports the attraction, development, advancement and retention of people from designated groups at all levels in the organisation. It is in this context that the organisation developed its first comprehensive Employment Equity Strategy and Plan for the fiscal years 2012/2016. The first phase entailed a lot of planning in removing barriers and affirmative measures. The CHE has removed all employment equity barriers from its policies, practices and procedures and are constantly reviewing them to ensure that no new barriers are being introduced. The only major challenge is however the inability to attract people with disabilities (PWD's).

The CHE approved the second phase of the Employment Equity Strategy, Plan and targets for 2016-2020.

In setting targets, however, the following needed to be considered:

- The degree of under-representation of employees from designated groups in each occupational level in the workforce.
- Present and planned vacancies.
- The pool of suitably qualified persons from designated groups, from which we may be reasonably expected to draw for recruitment purposes.
- The anticipated growth or reduction in our workforce during the time period for the goals.
- The expected turnover of employees during the time period for the goals.

The targets for the organisation are conservative but realistic, considering the size of the organisation and the trends of employee movement. The table below depicts the targets for 2016/2017.

NUMERICAL TARGETS YEAR 1: 01 APRIL 2016- 31 MARCH 2017

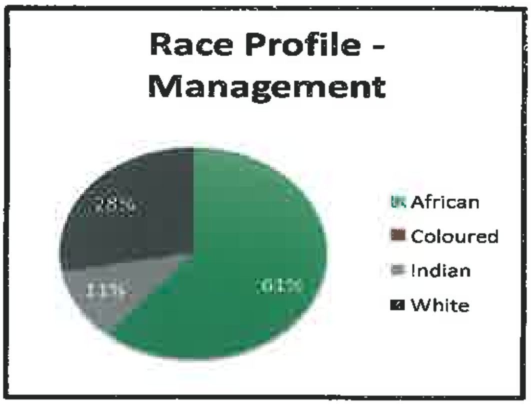
	Male				Female				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	1	0	0	0	0	0	0	0	0	1

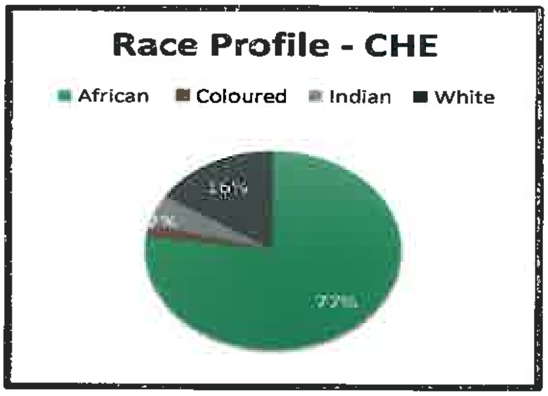
Professionally qualified and experienced specialists and mid-management	0	1	0	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	0	0	1	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	**0**	**2**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**3**
Non – permanent employee (employees with less than 1 year contract)	0	**0**	**0**	**0**	0	0	0	0	0	0	0
GRAND TOTAL	**0**	**2**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**3**

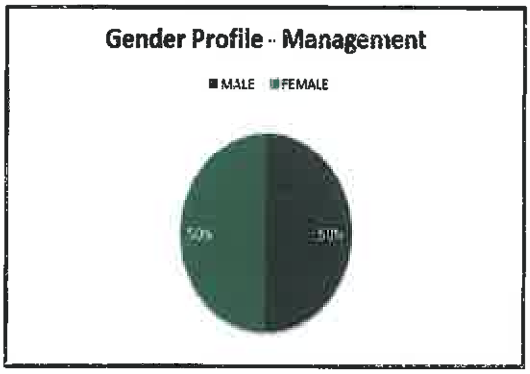
The overall target for the financial year 2016-17 was to appoint three males (2 Coloured/1 White) at different occupational levels. Three (3) males and one (1) female were appointed during the financial year.

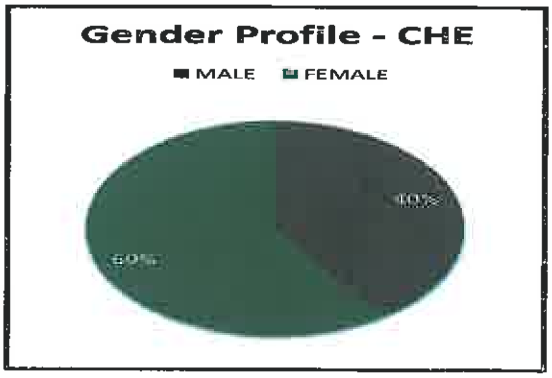
Status of Employment Equity as at 31 March 2017

The CHE has a staff complement of 52; including vacancies .The overall profile in terms of race and gender is 77% African, 2 % Coloured, 5% Indian, 16 % White and 40 % male and 60% female. The profile at management level is, 61% African, 0% Coloured, 11% Indians, 28% Whites and 50% male and 50% female. Of significance there has been an increase in in the number of males and a subsequent reduction in females. This is illustrated in the following graphs:









8.1.3 Staff Training and Development

Total training costs as a percentage of personnel costs for the quarter under review is 14, 9% with twenty three (23) employees trained during the period. This included group training for Managers and higher on Conflict Management, and this exceeds the target set for the quarter under review.

The training and development conducted during the quarter is reflected in the table below:

Directorate/ Business Unit	Personnel Expenditure	Training Expenditure	Training Expenditure as a % of personnel Cost	Number of employees trained	Average training cost per employee
Administration	3 278 000	88 414.04	2.7 %	13	6 801.08
Monitoring and Evaluation	815 000	41 663.16	5.1 %	3	13 887.72
Programme Accreditation	1 544 000	52 285.90	1.5 %	3	17 428.63
National Reviews and Standards Development	691 000	28 398.53	3.4 %	3	9 466.18
Institutional Audits	669 000	14 904.08	2.2 %	1	14 904.08
TOTAL	**6 997 000**	**225 665.71**	**14.9 %**	**23**	**62 487.69**

8.1.4 Human Resources Policies

The following Human Resources policies, guidelines and Terms of References/ Charters were reviewed/ developed and approved by Council:

- Remuneration and Benefits Policy;
- Performance Management Policy;
- On Boarding Guidelines;
- Human Resources and Remuneration Committee Charter; and
- Performance Management Moderation Committee Charter.

8.1.5 Labour Relations Landscape

During the quarter under review an investigation was undertaken based on serious allegations made against two members of the Senior Management Committee. This ensued in a disciplinary process at which one employee was found guilty of a serious misconduct and given a sanction – final written warning (valid for 12 months) and two other employees reprimanded.

8.1.6 Employee Engagement

During the quarter under review the CEO, Prof Baijnath and the Director: Corporate Services had a series of meetings with employees from the different directorates. The objective was to engage employees on the CHE Strategic Plan - 2015/2020 and the Annual Performance Plan 2017/18 the implications, human resources matters, resource optimisation opportunities, challenges facing the organisation and a reflection on the previous financial year. The employees were afforded the opportunity to raise their own concerns. These engagements were extremely constructive and employees were appreciative of efforts by Management to engage with them at various levels.

This was followed up by a general Staff Meeting on 31 March 2017, where some of the outstanding issues were addressed and the Senior Management Committee members presented their respective Strategic plans.

8.1.7 Job Evaluation and Benchmarking of positions

The Code of Good Practice on Equal Pay/Remuneration for Work of Equal Value ("the Code") , in terms of the Employment Equity Act 55 of 1988 ('EEA") is aimed at providing practical guidance to employers and employees on how to apply the principle of equal pay/remuneration for work of equal value in their workplaces. In doing so, eliminating unfair discrimination in respect of pay/remuneration, in line with section 6(1) of the EEA. It seeks to ensure that organisations make use of objective assessment tools or systems to determine the value of a job for the purposes of applying the principle of pay/remuneration for work of equal value. The Code compels organisations to ensure that Job Evaluation Policies/processes are aligned accordingly. Job Evaluation is applied to determine **"the value"** of work to assist employers to comply with this statutory requirement.

The CHE Job Evaluation Policy further requires that all positions in the organisation should be reevaluated once every five (5) years. This is based on the premise that the lifecycle of most positions is five (5) years in respect of potential changes to the position content and the job factors.

About 80% of the positions at the CHE had never been subjected to any Job Evaluation process since inception, with only the most recently established positions been subjected to this process. This meant that the value/worth of most positions, particularly at the management levels have never been determined. This was also exacerbated by the fact that until 2011/12 the CHE did not have any valid Job Descriptions /Job Profiles for its positions, which is a critical requirement for job evaluations.

It is in this context that the Senior Management Committee approved the evaluation of all positions In the organisation, including vacancies. The decision was communicated to all employees to explain the rationale and emphasize the need not to create any expectations, in view of the prevailing fiscal constraints. The evaluation was conducted by Work Dynamics (Consulting Company) using the Paterson evaluation method to grade the positions. The following "additional "criteria was further applied, as a differentiator and to decide on the size of the positions at managerial levels:

- Volume
- Diversity of responsibilities
- Impact of decisions
- Complexity

The positions were graded and a corresponding table was used to derive at the Equate grades, currently used by the Dept. of Public Service and Administration (DPSA), which informs the CHE grades.

These evaluations were conducted, notwithstanding the current fiscal constraints faced by the CHE but to ensure compliance with the statutory requirement and further to eliminate and mitigate the highest risk of attracting and retaining competent skills in the organisation.

In summary, of the fifty two positions graded; **18** were graded higher, **12** were graded lower and **22** were graded at the same level, including vacant positions.

The results were tabled at the HRRC and subsequently at the Council meeting held on 23 March 2017, for consideration.

On 31 March 2017 all line managers and the Human Resources staff (approximately 20) were trained on the Paterson Method (Job Evaluation) to ensure transfer of skills.

8.1.8 Information and Communication Technology (ICT)

ICT Policies

The following ICT policies, guidelines were reviewed, developed during the quarter under review. They served at the ICT Steering Committee on 12 February 2017 and will be tabled at the Audit Risk Committee scheduled for 18 April 2017 for recommendation and subsequently at the Council meeting on 29 June 2017 for approval.

- Business Continuity Policy;
- ICT Information and Network Security Policy; and
- Management Performance Assessment Tool.

8.2 FINANCE AND SUPPLY CHAIN

8.2.1 Reviewed and developed finance and supply chain policies, frameworks, procedures and guidelines

- Cost Containment Measures;
- Cost Containment plan;
- Payroll Deduction Policy and
- Year-end Financial Statement Close Process.

8.2.2 Percentage of eligible employees, suppliers and third parties paid within 30 days

Employees, third parties and suppliers were averagely paid within 30 days.

6. PERFORMANCE INDICATORS

NON-FINANCIAL PERFORMANCE PLAN INDICATORS: 2016/17

Strategic Objective	Programme	Performance Indicator	2015 - 2016	2016 – 2017 - Fourth Quarter: 1 January – 31 March 2017					
			Audited output	Annual target 1 April 2016 – 31 March 2017	4th Quarter Target 1 January – 31 March 2017	Cumulative Total Full year	4th quarter Actual Output 1 January – 31 March 2017	Challenges	Evidence / Comment
Number One: To provide advice to the Minister of Higher Education and Training on all higher education matters on request and on the CHE's own initiative.	Administration	Percentage of response to requests for advice responded to within the timeframe requested.	100% 2	100%	100% of requests received	100% 4	100% 2		The number of responses cannot be predetermined as it is dependent on the number of requests received from the Minister. Advice was provided to the Minister on the following: • One advise to the Minister on Fees Adjustments at Public Universities for 2017 • Policy for the Post-School Education and Training Central Application Service • Draft Policy on the Evaluation of Creative Outputs and Innovations produced by South African Public Higher Education Institutions of the Department of Higher Education and Training • DHET's Draft Policy Framework on Open Learning and Distance Education in South African Post-School Education and Training
		Number of pieces of advice on own initiative on issues identified as relevant flowing from the activities of the CHE.	0	2	0	0	0	The target was not met because there was no budget to carry out research.	Advice in subsequent years will be determined annually based on an assessment of the key issues in higher education and on the outcomes of research initiated.
Number Two: To monitor the state of higher education, including publishing information and convening conferences, seminars and workshops on developments in higher education.	Monitoring and Evaluation	Performance indicators (on-going projects) published.	1	1	1	1	1		Vital stats 2014 Performance indicators to assess the state of the higher education system.
		Number of research projects in progress	4	4	4	4	4	While work was done, there was no budget for empirical research.	These projects are long-term projects which will run throughout the year and across financial years. **The cumulative total will remain constant at 4.** Funding (initiated)

Strategic Objective	Programme	Performance indicator	2015 - 2016	2016 – 2017 - Fourth Quarter: 1 January – 31 March 2017					
			Audited output	Annual target 1 April 2016 – 31 March 2017	4th Quarter Target 1 January – 31 March 2017	Cumulative Total Full year	4th quarter Actual Output 1 January – 31 March 2017	Challenges	Evidence / Comment
		Number of research findings disseminated through publications.	3	2	1	2	2	Learning to teach was planned for Q3 but the printing process took it into Q4.	Publication of research reports. Projects: • Kagisano 11 • Learning to teach
Number Three: To develop and manage the HEQSF, including the articulation of qualifications between the three sub-frameworks, namely, the HEQSF, the General and Further Education and Training Qualifications Sub-Framework and the Trades and Occupations Qualifications Sub-Framework.	Administration	Submissions made on CHE's perspective on articulation as per the Ministerial Guidelines.	n/a New performance indicator.	100%	0%	100%	0%	Actual output not recoded during the Q2 but recorded during Q3.	A copy of the presentation made at the DHET's articulation workshop on 8 September 2016. A copy of the submission made to the DHET as input into the draft articulation policy.
Number Four: To develop and implement policy and standards for higher education qualifications to inform and guide the development, registration and publication of qualifications.	Standards Development*	Number of qualification standards developed within the standards development cycle-time. (18 – 24 months) Projects initiated in 2015/16	5	4	4	4	4	The target for Q2 was met during Q4.	Draft standards 2 programmes – Bachelor of Engineering and Advanced Diploma from ECSA finalised and loaded at CHE website for public comments. Received public comments and finalised for NSRC discussion. Target to be tabled at the HEQC meeting of 8 june 2017 for final approval. 2nd draft BCom standard document in process. Bachelor of Sports Coaching final draft document is currently been reviewed prior sending out to the institutions for further comment. Doctorate project plan. Filled NRF – CHE grant proposal for Phase 1 of Doctorate Standard and Review. Requested nominees for Doctoral Reference group, finalised. Appointment sent out. Preparing for 1st meeting in 25 and 26 May 2017.

Strategic Objective	Programme	Performance indicator	2015 - 2016	2016 – 2017 - Fourth Quarter 1 January – 31 March 2017					
			Audited output	Annual target 1 April 2016 – 31 March 2017	4th Quarter Target 1 January – 31 March 2017	Cumulative Total Full year	4th quarter Actual Output 1 January – 31 March 2017	Challenges	Evidence / Comment
									Received the stakeholder database from National Library of South Africa in preparation for Initial workshop in May 2017.
Number Five: To maintain a database of learner achievements in higher education and to submit the data to the National Learners' Records Database (NLRD), which is maintained by SAQA	Monitoring and Evaluation	Percentage of private higher education providers submitting learner records/achievements for the HEQCIS database.	95% 127 of 133 private providers uploaded information	80% of private higher education providers	80% of private higher education providers	Non-cumulative	0	The changing number of private providers, in particular, small providers with limited capacity, makes it difficult to obtain full compliance.	There are two data loading cycles per year, June and December. September and March results remain the same as the previous data loading cycle results.
Number Six: To audit the quality assurance mechanisms of higher education institutions. *In 2011/2 a decision was taken to change the focus from institutional audits and to focus on improving teaching and learning through the Quality Enhancement Project (QEP)*	Institutional Audits	First cycle audits. Monitoring of progress reports linked to institutional improvement plans	100% monitoring of all progress reports received	100% monitoring of all progress reports received	100% monitoring of all progress reports received	2	0		Progress reports received (one in Q1 and one in Q2) – Institutional Audit Committee minutes. There is only one institutional audit still open from the first cycle, namely WSU. The audit process had to be suspended during the time that WSU was under administration. The revised progress report will be submitted in April 2017.
		QEP Phase 1 – institutional feedback visits	n/a Not a performance indicator in 2015/16	18	0	18	1	One institution was not available during Q3. The report was finalised during Q4.	QEP activities as determined by the QEP process. Directorate documentation 18 visits have been conducted in this financial year.
		Implement phase 2 of the QEP - finalisation of the next focus areas in the third quarter.	n/a Not a performance indicator in 2015/16	100%	0	1 document	1 document	Although the report should have been finalised during Q3, it was necessary to get sufficient input from universities prior to finalisation. The report was finalised during Q4.	Directorate documentation: HEQC minutes Phase 2 focus area document approved by HEQC

Strategic Objective	Programme	Performance indicator	2015 - 2016	2016 – 2017 - Fourth Quarter: 1 January – 31 March 2017					
			Audited output	Annual target 1 April 2016 – 31 March 2017	4th Quarter Target 1 January – 31 March 2017	Cumulative Total Full year	4th quarter Actual Output 1 January – 31 March 2017	Challenges	Evidence / Comment
Number Seven: To accredit new programmes submitted by public and private higher education institutions and to re-accredit existing programmes offered by private higher education institutions.	Programme Accreditation	Percentage of programmes submitted for accreditation and deferred at the Accreditation Committee meeting and/or an approved outcome or recommendation at the HEQC meetings within 12 months of check listing.	n/a Performance Indicator changed	75% of applications received within a 12 month period	75% of applications received within a 12 month period	771 (0 + 257 + 324 + 190) programmes received within a 12 month period but 660 (206 + 273 + 181) programmes processed within a 12 month period 86%	190 programmes were received within a 12 month period but 181 programmes were processed within a 12 month period 95%	The targets of the previous three quarters need to be changed read as follows: Q1 – Although no HEQC meeting was held in this quarter, 14 programmes were deferred at the Accreditation Committee meeting held in this quarter. The performance indicator and the method of calculation were not aligned. *Thus:* Q1: 14 programmes deferrals but no HEQC meeting in this quarter = output was 0% Q2 – Although 237 programmes were tabled at the two HEQC meetings held this year, the percentage output was calculated incorrectly and should not be 27%. The deferrals tabled at the Accreditation meetings were not taken into account. The performance indicator and the method of calculation were not aligned. *Thus:* Q2: 257 programmes were received but 206 programmes were processed within 12 months = 80%. Q3 – The output was incorrectly calculated as 22%. Although two Accreditation Committee meetings were held in this quarter, one HEQC meeting was held in this quarter. The deferrals tabled at both the Accreditation Committee meetings were not taken into account when calculating the output. The performance indicator and the method of calculation were not aligned	The method of calculation has been modified to align with the performance indicator. It is the percentage of programmes deferred by an AC that were processed within 12 months of check listing and the programmes with an HEQC outcome or recommendation that was processed within 12 months of check listing. Reasons for the deferral of the application can be: • Request for more information • Appointment of a second evaluator • Deferral pending the outcome of a site visit

Strategic Objective	Programme	Performance indicator	2015 - 2016	2016 – 2017 - Fourth Quarter: 1 January – 31 March 2017					
			Audited output	Annual target 1 April 2016 – 31 March 2017	4th Quarter Target 1 January – 31 March 2017	Cumulative Total Full year	4th quarter Actual Output 1 January – 31 March 2017	Challenges	Evidence / Comment
								Thus: Q3: 324 programmes were received but 273 programmes were processed within 12 months = 84%	
		Percentage of re-accredited programmes with a deferred outcome at the Accreditation Committee and/or recommendation tabled after receipt from publics and private institutions within 18 months of check listing.	65% 129 programmes	60% of applications received for reaccreditation	60% of applications received for reaccreditation	139 (0 + 10 + 57 + 72) programmes were received within a 18 month period but 139 programmes were processed within a 18 month period 100%	72 programmes were received within a 18 month period but 72 programmes were processed within a 18 month period 100%	The targets of the previous three quarters need to be changed for the second and third quarter as follows: Q1 – 0 (no HEQC meeting in this quarter and no reaccreditation programmes were processed) Q2 – in the second quarter report the target was calculated as 0% but the performance indicator and the method of calculation were not aligned. Two HEQC meetings were held during this quarter Thus: Q2: 10 programmes were received and 10 programmes were processed within 18 months = 100% Q3 – in the third quarter report the target was calculated as 16% but the performance indicator and the method of calculation were not aligned. *Thus:* Q = 57 programmes were received and 57 programmes were processed within 18 months = 100%	The method of calculation has been modified to align with the performance indicator. It is the percentage of programmes deferred by an AC that were processed within 12 months of check listing and the programmes with an HEQC outcome or recommendation processed within 18 months of check listing
		Percentage of site visits completed with an HEQC outcome / recommendation within in the stipulated time period as indicated in the outcomes letter	75% 67 site visits	75% of applications received	75% of applications received	56 (0 + 19 + 15 + 22) site visits tabled at the HEQC meetings but 37 (0 + 11 + 4 + 22) Site visits	22 Site visits completed 100%	The number of applications received varies annually and site visits cannot be predetermined as they are mainly linked to conditions or due to complaints received.	Applications received in one financial year may be still in process of evaluation and may only be submitted to the HEQC in the following financial year pending the timeframe linked to the condition. Site visits can also be done due to

Strategic Objective	Programme	Performance indicator	2015 - 2016	2016 – 2017 - Fourth Quarter: 1 January – 31 March 2017					
			Audited output	Annual target 1 April 2016 – 31 March 2017	4th Quarter Target 1 January – 31 March 2017	Cumulative Total Full year	4^{th} quarter Actual Output 1 January – 31 March 2017	Challenges	Evidence / Comment
						completed 66%		Q1 – No HEQC meeting was held during this quarter = output is 0 Q2 – The total of 58% was calculated as 11 (3 site visits completed within specified timeframe + 8 site visits completed that did not have a specified timeframe) / 19 (total number of sites tabled at the 1 July and 30 September 2016 HEQC) = 0,5789 (converted to percentage and rounded up) Q3 – The total of 27% was calculated as 4 (2 site visits completed within specified timeframe + 2 site visits completed that did not have a specified timeframe) / 15 (total number of sites tabled at the 6 December HEQC) = 0,2666 (converted to a percentage and rounded up) Q4 – A total of 100% was calculated as 22 site visits completed within specified timeframe / 22 reports tabled at the HEQC linked to various applications (total number of sites tabled at the February and March 2017 HEQC) = 100%	complaints received.
		Number of training workshops for evaluators discipline groups/report writing	4	4	0	0	0	Due to the current workload and capacity constraints at the Directorate, no formal capacity building workshops could be done during the year. When required, training of evaluators was done via telephone or by ad hoc meeting scheduled.	

Strategic Objective	Programme	Performance Indicator	2015 - 2016	2016 – 2017 - Fourth Quarter: 1 January – 31 March 2017					
			Audited output	Annual target 1 April 2016 – 31 March 2017	4th Quarter Target 1 January – 31 March 2017	Cumulative Total Full year	4th quarter Actual Output 1 January – 31 March 2017	Challenges	Evidence / Comment
Number Eight: To undertake national reviews of existing programmes in specific subject fields and qualification levels offered by public and private higher education institutions.	National Reviews	Analyse and approve institutional improvement plans - Bachelor of Social Work programmes	100% 12	100% of institutional progress reports monitored	0	0	0	No improvement plans were received	
		Phases 1 and 2 of the national review process completed within the review cycle-time (24-36 months) LLB degree programme review started in 2015/16	Not an indicator in 2015/16	2	0	2	2	The targets for Q1 and 3 were met during Q4	Phase 1 and 2 completed. NSRC meeting on 17 and 18 January 2017 discussed the panel reports and recommendation was tabled at the HEQC for further inputs. Institutions were given time to submit representation prior making a final decision. After receiving the representation from institutions, the NSRC at its meeting of 16 March made recommendations. The HEQC made final decisions based on the submitted representations and NRSC recommendations, which has been communicated to institutions. The decision is final and binding on the institution.
		Number of Bachelor of Social Work (BSW) degree progress reports received and processed (linked to the BSW national review)	Not an indicator in 2015/16	100% progress reports received	100%	100%	100%		The UNIVEN progress report was discussed at NSRC meeting for discussion and communicated to the institutions. The feedback will be submitted in May 2017.
		Phase 3: National report on the programme under view published(LLB degree programme)	Not an indicator in 2015/16	40%	40%	40%	40%		The 3rd phase of the LLB National Reviews entails the national report on the state of the LLB qualification in SA. A report writing team made of experts and relevant stakeholders in legal education have been appointed in this regard. The HEQC approved the recommendations of the NSRC. The appointment letters have been sent out to the members.

Strategic Objective	Programme	Performance indicator	2015 - 2016	2016 – 2017 - Fourth Quarter: 1 January – 31 March 2017					
			Audited output	Annual target 1 April 2016 – 31 March 2017	4th Quarter Target 1 January – 31 March 2017	Cumulative Total Full year	4th quarter Actual Output 1 January – 31 March 2017	Challenges	Evidence / Comment
Number Nine: To promote quality and to develop capacity and understanding of the role of quality assurance in improving quality provision in higher education at both the systemic and institutional levels.	Administration	Number of quality assurance forums for public and private institutions and professional bodies.	3	3	0	3	1		Workshop documentation The quality assurance fora for public universities and private higher education institutions were held on 23 and 25 August 2016, respectively Quality assurance forum for Professional Councils was held on 24 March 2017.
		Number of newsletters produced and distributed to stakeholders.	Not an indicator in 2015/16	2	0	3	1		Copies of the newsletter. One issue of the newsletter was produced and distributed to stakeholders in June 2016 The second issue of the newsletter was produced and distributed in October 2016 A third issue of the newsletter was produced and distributed in March 2017
		Number of frameworks/ good practice guides/ policies developed.	Not an indicator in 2015/16	1	1	2	0	The target for Q4 was met in Q3, which is earlier than had been expected.	Copies of the frameworks/good practice guides/policies. RPL, CAT and Assessment Policy final publication came out in September 2016 The Good Practice Guide for the Quality Management of Short Courses came out in October 2016
Number Ten: To ensure the development of human resources management environment that enables staff to develop their full potential.	Administration	*Percentage of staff trained and developed	88% 42 interventions 37 employees trained	* 70% of staff undergoing training and development *29 of 41 Annual Training Plan Interventions	10% of staff undergoing training and development	77% 32 Training Interventions	19% 8 Training Interventions	The output for Q4 exceeded the set target as it was necessary to offer additional training interventions to staff during Q4.	Planned training vs. Actual Training
		Percentage of vacant positions filled.	85% of the organisational structure filled	85% of the organisational structure filled	85% of the organisational structure filled	n/a	83% of the organisational structure is filled (43	The total number of filled positions decreased to 43 as 3 employees resigned during the Quarter under review. The	Quarterly Employment Profile Report. 3 employees resigned during the Quarter under review.

Strategic Objective	Programme	Performance indicator	2015 - 2016	2016 – 2017 - Fourth Quarter: 1 January – 31 March 2017					
			Audited output	Annual target 1 April 2016 – 31 March 2017	4th Quarter Target 1 January – 31 March 2017	Cumulative Total Full year	4th quarter Actual Output 1 January – 31 March 2017	Challenges	Evidence / Comment
							positions filled)	drop in the actual output is as a result of 6 positions that have been put on hold due to a moratorium on the filling of vacancies and the review of Accreditation processes. This had an impact on meeting the target set.	
Number Eleven: To ensure that financial, administration and supply chain management is compliant with the requirements of the PFMA, relevant Treasury regulations and laws.	Administration	Number of reviewed and developed finance and supply chain policies, frameworks, procedures and guidelines.	97%	8	2	15	4		Approved/Signed policies
		Percentage of eligible employees, suppliers and third parties paid within 30 days	Not a performance indicator in 2015/16	100%	100%	100% 231	100% 46		Availability of payments reports
Number Twelve: To ensure effective governance and compliance of ICT with statutory requirements.	Administration	Number of reviewed and developed ICT policies, frameworks, guidelines, procedures and processes.	Not a performance indicator in 2015/16	8	2	8	2		Draft Policies frameworks, guidelines, procedures and processes 1. ICT Governance Framework 2. ICT Project /Portfolio Management procedure and Policy 3. ICT Implementation and Migration Plan 4. ICT Patch Management Policy 5. Formal Project Management Methodology/Policy 6. Business Continuity Policy 7. ICT Policy Information and Network Security 8. Management Performance Assessment Tool

4th QUARTER EXPENDITURE SUMMARY REPORT AS AT 31st MARCH 2017

SUMMARY	TOTAL BUDGET	1st QUARTER 01/04/2016 - 30/06/2016	2nd QUARTER 01/07/2016 - 30/09/2016	3rd QUARTER 01/10/2016 - 31/12/2016	4th QUARTER 01/01/2017 - 31/03/2017	Actual Income/Expenditure YTD	% OF EXP VS BUDGET	BUDGET BALANCE AS AT 31ST MARCH 2017
INCOME	**57 187 722**	**12 563 737**	**12 233 875**	**12 003 796**	**11 775 186**	**48 576 594**	**85%**	**8 611 128**
DHET - Government grant	40 928 000	10 232 000	10 232 000	10 232 000	10 232 000	40 928 000	100%	
Roll over funds	10 570 885	-	-	-	-		0%	10 570 885
Private Accreditation - Cost Recovery	4 000 000	1 415 611	1 344 167	990 002	1 003 508	4 753 288	119%	- 753 288
Interest Income	1 181 834	409 123	657 708	781 794	539 678	2 388 303	202%	-1 206 469
Deferred Transfer-STDs	507 003	507 003				507 003	100%	
EXPENDITURE	**57 187 722**	**12 735 047**	**14 028 579**	**13 726 519**	**14 779 589**	**55 269 734**	**97%**	**1 917 988**
GOODS AND SERVICES	25 877 065	5 754 804	6 320 351	6 466 209	6 489 785	25 031 149	97%	845 916
PERSONNEL	31 060 657	6 980 243	7 615 465	7 260 310	8 132 822	29 988 840	97%	1 071 817
CAPEX	250 000		92 763		156 982	249 745	100%	255
INCOME LESS EXPENDITURE	-	(171 310)	(1 794 704)	(1 722 723)	(3 004 403)	(6 693 140)	-12%	6 693 140

BANK BALANCES AT END OF QUARTER	1	2	3	4
	30 Jun	**30 Sept**	**31 Dec**	**31 March**
INVESTEC BANK	12 412 451	10 646 708	8 684 443	3 300 601
STD BANK - TRANSACTION ACCOUNT	18 305	533 562	556 967	408 968
STD BANK - PRIVATE ACCREDITATION	57 184	253 581	84 954	2 809 040
TOTAL AVAILABLE	**12 487 940**	**11 433 851**	**9 326 364**	**6 518 609**

4th QUARTER EXPENDITURE REPORT PER PROGRAMMES AS AT 31st MARCH 2017

PROGRAMMES	TOTAL BUDGET	1st QUARTER 01/04/16-30/06/16	2nd QUARTER 01/07/16-30/09/16	3rd QUARTER 01/10/16-31/12/16	4th QUARTER 01/01/17-31/03/17	Actual Expenditure YTD	% OF EXP VS BUDGET	BUDGET BALANCE AS AT 31st MARCH 2017
	R	R					%	
CEO' S OFFICE	**9 119 081**	**1 507 338**	**3 360 330**	**3 060 817**	**4 502 870**	**12 431 355**	**136%**	**(3 312 274)**
Goods and Services	4 286 642	352 758	1 997 386	1 743 188	2 458 215	6 551 547	153%	(2 264 905)
Personnel	4 832 439	1 154 580	1 362 944	1 317 629	2 044 655	5 879 808	122%	(1 047 369)
SUPPORT SERVICES	**17 339 308**	**4 095 183**	**3 727 597**	**3 637 985**	**4 071 339**	**15 532 104**	**90%**	**1 807 204**
Goods and Services	8 788 272	1 898 010	1 288 250	1 513 070	1 859 827	6 559 157	75%	2 229 115
Personnel	8 551 036	2 197 173	2 439 347	2 124 915	2 211 512	8 972 947	105%	(421 911)
MONITORING AND EVALUATION	**7 039 486**	**2 546 454**	**954 321**	**941 686**	**1 291 149**	**5 733 610**	**81%**	**1 305 876**
Goods and Services	2 826 103	1 554 728	18 293	124 582	474 044	2 171 647	77%	654 456
Personnel	4 213 383	991 726	936 028	817 104	817 105	3 561 963	85%	651 420
INSTITUTIONAL AUDITS	**5 046 655**	**852 283**	**893 081**	**893 456**	**1 066 076**	**3 704 896**	**73%**	**1 341 759**
Goods and Services	1 107 423	172 394	203 012	224 048	396 367	995 821	90%	111 602
Personnel	3 939 232	679 889	690 069	669 408	669 709	2 709 075	69%	1 230 157
ACCREDITATION	**13 573 750**	**3 000 994**	**3 366 428**	**3 616 294**	**2 861 939**	**12 845 655**	**95%**	**728 095**
Goods and Services	6 857 385	1 587 209	1 724 206	1 987 028	1 314 194	6 612 637	96%	244 748
Personnel	6 716 365	1 413 785	1 642 222	1 629 266	1 547 745	6 233 018	93%	483 347
NATIONAL STANDARDS AND REVIEWS	**5 069 441**	**732 795**	**1 726 822**	**1 576 281**	**986 216**	**5 022 114**	**99%**	**47 327**
Goods and Services	2 261 239	189 705	1 023 350	874 295	302 735	2 390 085	106%	(128 846)
Personnel	2 808 202	543 090	703 472	701 986	683 481	2 632 029	94%	176 173
GRAND TOTAL	**57 187 721**	**12 735 047**	**14 028 579**	**13 726 519**	**14 779 589**	**55 269 734**	**97%**	**1 917 987**

REASONS FOR OVER AND UNDER SPENDING PER PROGRAMMES

Note: Reasons for over/under spending will cover Programmes that are 5% below or above the spending threshold of 100%.

CEO'S OFFICE

Goods & services

Overspent by 49% mostly contributed by paid legal fees costs.

Personnel

Spending within the spending threshold.

SUPPORT SERVICES
Goods & services
Underspent by 25% due to the following reasons: Less services requested for the following: travel, stationery, sundries, office supplies, messenger, postage, well ness & employee motivation. Less usage of 3G cards and cellphone. Less charges from the Bank. Invoices not yet received from Auditors. No request for temporary workers payment as Consultancy. No catering services requested. No promotional items procured. No relocation of employees yet. Less recruitment conducted. Tuitions fees not yet submitted for bursary holders. Invoices for the work completed for the period not
Personnel
Spending within the spending threshold.

MONITORING AND EVALUATION
Goods & services

Underspent by 23% due to cancelled travel costs for the Colloquium planned for March 2017 and other meetings that M&E staff may need to attend before the end of the financial year. No claims for parking & tollgates and subsistence submitted. Less registration fees requested. One meeting took place and affected catering budget.

Personnel
Underspent by 15% due to vacant funded Information Administrator and Researcher.

INSTITUTIONAL AUDITS
Goods & services
Underspent by 10% due to no/less services requested for the following: travel due to cancelled meetings. Less travel services requested for institutional visit. Parking & tollgates claims not submitted. Less usage of cellphone. No registration requested.

Personnel
Underspent by 31% due to a vacant funded Senior Manager post as a results of resignation.

ACCREDITATION
Goods & services
Spending within the spending threshold.
Personnel
Underspent by 7% due to a vacant funded Senior Manager post as a results of resignation.

NATIONAL STANDARDS AND REVIEWS
Goods & services

Overspent by 6% due to more travel services requested for BSW follow-up site visit. More payment made to the Peer Academics. More catering services requested. More payments made for subsistence.

Personnel
Underspent by 6% as a result of vacant funded Senior Manager and Administrator posts. The senior manager post was filled at the end of the 1st Quarter.

COUNCIL ON HIGHER EDUCATION

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4th QUARTER EXPENDITURE DETAIL REPORT AS AT 31st MARCH 2017

Note: Note numbers are allocated for expenditure items that are 5% below or above the spending threshold of 100%.

	TOTAL BUDGET	1st QUARTER 01/04/16-30/06/16	2nd QUARTER 01/04/16-30/09/16	3rd QUARTER 01/10/16-31/12/16	4th QUARTER 01/01/17-31/03/17	Actual Income/Expenditure YTD	% OF INC/EXP VS BUDGET	NOTES	BUDGET BALANCE AS AT 31ST MARCH 2017
	R	R	R				%		
INCOME SOURCES	**57 187 722**	**12 563 737**	**12 233 875**	**12 003 796**	**11 775 186**	**48 576 594**	**85%**		**8 611 128**
DHET - GOVERNMENT GRANT	40 928 000	10 232 000	10 232 000	10 232 000	10 232 000	40 928 000	100%		-
DEFERRED TRANSFER - STDs	507 003	507 003				507 003	100%		-
PRIVATE ACCREDITATION	4 000 000	1 415 611	1 344 167	990 002	1 003 508	4 753 288	119%	1	(753 288)
INTEREST AND OTHER INCOME	1 181 834	409 123	657 708	781 794	539 678	2 388 303	202%	2	(1 206 469)
ROLL OVER BUDGET	10 570 885						0%		10 570 885
TOTAL EXPENDITURE	**57 187 722**	**12 735 047**	**14 028 579**	**13 726 519**	**14 779 589**	**55 269 734**	**97%**		**1 917 988**
ACCOMMODATION	1 628 288	226 488	410 197	259 517	143 438	1 039 640	64%	3	588 648
AIR TRAVEL	3 330 110	591 460	852 502	495 108	371 382	2 310 452	69%	4	1 019 658
CAR HIRE	277 422	31 741	41 633	62 946	37 022	173 342	62%	5	104 080
PARKING AND TOLLGATES	17 191				354	354	2%	6	16 837
ROAD TRAVEL	865 271	156 941	179 432	142 693	118 136	597 202	69%	7	268 069
SERVICE FEES	201 831	35 791	54 409	26 507	20 412	137 119	68%	8	64 712
SUBSISTENCE	90 765	23 544	8 780	17 616	5 781	55 721	61%	9	35 044
PEER ACADEMICS	3 741 638	944 370	1 274 451	2 233 302	766 224	5 218 347	139%	10	(1 476 709)
CONSULTANCY	795 422	22 695	657	225,00		23 577	3%	11	771 845
OUTSOURCED SERVICES	1 721 960	1 541 160	179 016	26 448	19 836	1 766 460	103%		(44 500)
ADMINISTRATION	2 181 679	408 279	332 313	474 804	400 477	1 315 873	74%	12	565 806
REGISTRATION FEES	30 000	3 237	8 087	11 175	9 299	31 798	106%	13	(1 798)
VENUE AND CATERING	757 158	39 963	223 309	249 239	97 518	610 029	81%	14	147 130
OFFICE SUPPLIES	110 000	15 559	12 063	17 516	30 208	75 346	68%	15	34 654
HONORARIUMS	35 000	-		20 000		20 000	57%	16	15 000
LEGAL FEES	1 246 863	1 365	825 022	818 068	1 801 158	3 445 613	276%	17	(2 198 750)
INSURANCE	300 000	173 630		125 941		299 571	100%		429
REMUNERATION OF COUNCIL MEMBERS	2 113 002	229 288	566 624	505 405	761 348	2 062 665	98%		50 337
EXTERNAL AUDIT	1 000 000	242 903	511 328	4 525	37 056	795 812	80%	18	204 188
INTERNAL AUDIT	338 488	-		142 350	196 138	338 488	100%		-
LICENCE FEES	455 627	215 371	20 679	97 935	78 735	412 720	91%	19	42 907
INFORMATION SYSTEMS	1 145 661	95 588	233 491	185 093	401 708	915 880	80%	20	229 781
BUILDING & UTILITIES	2 009 976	481 108	427 741	321 156	763 222	1 993 227	99%		16 749
RECRUITMENT COSTS	534 684	108 112		167 306	221 688	497 106	93%	21	37 578
HUMAN RESOURCES COSTS	966 220	166 214	158 617	61 334	208 645	594 810	62%	22	371 410
PERSONNEL	31 060 657	6 980 243	7 615 465	7 260 310	8 132 822	29 988 840	97%		1 071 817
CAPEX	250 000		92 763		156 982	249 745	100%		255
TOTAL (OVER) OR UNDER SPENDING	**-**	**(171 310)**	**(1 794 704)**	**(1 722 723)**	**(3 004 403)**	**(6 693 140)**	**-12%**		**6 693 140**

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REASONS FOR OVER AND UNDER SPENDING

Note: An explanation for over/under spending will cover expenditure items that are 5% below or above the spending threshold of 100%

1	19% extra income received due to more applications for accreditation programmes were processed than anticipated and additional site visits were undertaken during the year.
2	102% extra income received because a member of staff was seconded to the Department of Justice and her cost (R784K) was invoiced to the department as a cost recovery. More interest was also received on the call account due to surplus cash reserves.
3 to 9	The under spending on travel and accommodation is due to less requests received for the service.
10	39% over spending due to more peer academics appointed as a result of additional site visits and programme accreditation as evidenced by additional revenue reported.
11	97% under spending as a result of some costs previously budgeted for in Consultancy was paid from employee costs.
12	26% savings on admin expenses is as a result of low usage in some admin items such as photocopying,stationery,telephone etc. Other budgeted items for admin expenses have not yet been incurred as at the end of the 4th Quarter.
13	6% over spending is as a result of more registration fees paid than anticipated.
14	19% under spending due to reduced catering during the year.
15	32% savings is realised as a result of low usage in office supply items as at the end of the year.
16	43% under spending on honorarium is due to cancelled planned colloquium.
17	176% over spending as a result of legal fees higher than budget due to increased litigation costs with the SANTS case.
18	20% under spending is informed by less costs incurred external audit than the budget.
19	9% under spending is as a result of less costs incurred on licence fees than the budget.
20	20% savings due to reduced development costs on the HEQC online system during the year.
21	7% under spending is informed by less costs incurred on recruitment than the budget.
22	38% unspent funds for training and bursaries because of less requests as well as savings in employee wellness and consultancy costs.

Compliance checklist for the Public Finance Management Act, 1999, as amended (PFMA)

✓

CHAPTER SIX: PUBLIC ENTITIES

Section	Question	Yes	No	Remarks
49(1)	*Every public entity must have an authority which must be accountable for the purposes of this Act.* Does the public entity have an accounting authority?	✓		
49(2)	*If the public entity—* ***(a) has a board or other controlling body, that board or controlling body is the accounting** authority for that entity; or* *(b) does not have a controlling body, the chief executive officer or the other person in charge of the public entity is the accounting authority for that public entity unless specific legislation applicable to that public entity designates 10 another person as the accounting authority.* Does the status of the person or body appointed as accounting authority for the public entity comply with the stipulations of section 49(2)?	✓		
49(5)	*A public entity must inform the Auditor-General promptly and in writing of any approval or instruction in terms of subsection (3) and any withdrawal of an approval or instruction in terms of subsection (4).* Did the public entity inform the Auditor-General promptly and in writing of any approval or instruction in terms of section 49(3) and any withdrawal of an approval or instruction in terms of section 49(4)?		✓	Not applicable.
49(3)	*The Treasury, in exceptional circumstances, may approve or instruct that another functionary of a public entity must be the accounting authority for that public entity.* Did the public entity comply with an approval or instruction, by the relevant treasury, in terms of section 49(3)?		✓	Not applicable.
49 (4)	*The Treasury may at any time withdraw an approval or instruction in terms of subsection (3).* Did the public entity comply with the withdrawal of an approval or instruction in terms of section 49(3)?		✓	Not applicable.
50(1)	***(1)** The accounting authority for a public entity must—* *(a)exercise the duty of utmost care to ensure reasonable protection of the assets and records of the public entity;* *(b) act with fidelity, honesty, integrity and in the best interests of the public entity in managing the financial affairs of the public entity;* *(c)on request, disclose to the executive authority responsible for that public entity or the*	✓		

Section	Question	Yes	No	Remarks
	legislature to which the public entity is accountable, all material facts, including those reasonably discoverable, which in my way may influence the decisions or actions of the executive authority or that legislature; and *(d) seek, within the sphere of influence of that accounting authority, to prevent any prejudice to the financial interests of the state.* Did the accounting authority comply with the fiduciary duties stipulated in section 50 (1)?			
50(2)	*(2) A member of an accounting authority or, if the accounting authority is not a board or other body, the individual who is the accounting authority, may not—* *(a) act in a way that is inconsistent with the responsibilities assigned to an accounting authority in terms of this Act; or* *(b) use the position or privileges of, or confidential information obtained as, accounting authority or a member of an accounting authority, for personal gain or to improperly benefit another person.* Did the accounting authority comply with the restraints stipulated in section 50(2)?	✓		
50(3)(a) 50(3)(b)	*(3) A member of an accounting authority must—* *(a) disclose to the accounting authority any director indirect personal or private business interest that that member or any spouse, partner or close family member may have in any matter before the accounting authority; and* *(b) withdraw from the proceedings of the accounting authority when that matter is considered, unless the accounting authority decides that the member's direct or indirect interest in the matter is trivial or irrelevant.* Did (a) member(s) of an accounting authority disclose to the accounting authority any direct or indirect personal or private business interest that that member or stipulated relations may have in any matter before the accounting authority? And (b) withdrew from the proceedings of the accounting authority when that matter was considered, unless the exclusion as stipulated was applicable?	✓		
51(1)(a)	*(1) An accounting authority for a public entity—* *(a) must ensure that that public entity has and maintains—* *(i) effective, efficient and transparent systems of financial and risk management and internal control;* *(ii) a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77; and* *(iii) an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective;* *(iv) a system for properly evaluating all major capital projects prior to a final decision on the project;*	✓		

Section	Question	Yes	No	Remarks
	Did the accounting authority for a public entity comply with the stipulations contained in section 51(1)(a)?			
51(1)(b)	*(1) An accounting authority for a public entity—* *(b) must take effective and appropriate steps to—* *(i) collect all revenue due to the public entity concerned; and* *(ii) prevent irregular expenditure, fruitless and wasteful expenditure, losses resulting from criminal conduct, and expenditure not complying with the operational policies of the public entity; and* *(iii) manage available working capital efficiently and economically;* Did the accounting authority comply with the stipulations contained in section 51(1)(b)?	✓		
51(1)(c)	*(1) An accounting authority for a public entity—* *(c) is responsible for the management, including the safeguarding, of the assets and for the management of the revenue, expenditure and liabilities of the public entity;* Did the accounting authority act in accordance with its responsibility in respect of the management, including the safeguarding, of the assets and for the management of the revenue, expenditure and liabilities of the public entity?	✓		
51(1)(d)	*(1) An accounting authority for a public entity—* *(d) must comply with any tax, levy, duty, pension and audit commitments as required by legislation;* Did the accounting authority comply with any tax, levy, duty, pension and audit commitments as required by legislation.	✓		
51(1)(e)	*(1) An accounting authority for a public entity—* *(e) must take effective and appropriate disciplinary steps against any employee of the public entity who* *(i) contravenes or fails to comply with a provision of this Act;* *(ii) commits an act which undermines the financial management and internal control system of the public entity; or* *(iii) makes or permits an irregular expenditure or a fruitless and wasteful expenditure;* Did the accounting authority take effective and appropriate disciplinary steps against any employee of a public entity in circumstances as stipulated in section 51(1)(e)?		✓	No financial misconduct took place in the public entity during this period.

COUNCIL ON HIGHER EDUCATION

Section	Question	Yes	No	Remarks
51(1)(f)	*(1) An accounting authority for a public entity—* *(f) is responsible for the submission by the public entity of all reports, returns, notices and other information to Parliament, and to the relevant executive authority or treasury, as may be required by this Act;* Did the accounting authority submit all stipulated information to stipulated users as prescribed by section 51(1)(f)?	✓		
51(1)(g)	*(1) An accounting authority for a public entity—* *(g) must promptly inform the National Treasury on any new entity which that public entity intends to establish or in the establishment of which it takes the initiative, and allow the National Treasury a reasonable time to submit its decision prior to formal establishment; and* Did the accounting authority promptly inform the National Treasury on any new entity, which that public entity intends to establish, or in the establishment of which it takes the initiative, and did it allow the National Treasury a reasonable time to submit its decision prior to formal establishment?		✓	Not applicable
51(1)(h)	*(1) An accounting authority for a public entity—* *(h) must comply, and ensure compliance by the public entity, with the provisions of this Act and any other legislation applicable to the public entity.* Did the accounting authority comply, and ensure compliance by the public entity, with the provisions of the PFMA and any other legislation applicable to the public entity?	✓		
51 (2)	*(2) If an accounting authority is unable to comply with any of the responsibilities determined for an accounting authority in this Part, the accounting authority must promptly report the inability, together with reasons, to the relevant executive authority and treasury.* If the accounting authority was unable to comply with any of the responsibilities determined for an accounting authority in section 51, did the accounting authority promptly report this inability, together with reasons, to the relevant executive authority and treasury?	✓		
53(1)	*(I) The accounting authority for a public entity listed in Schedule 3 which is not a government business enterprise must submit to the executive authority responsible for that public entity, at least six months before the start of the financial year of the department designated in terms of subsection (2) or another period agreed to between the executive authority and the public entity, a budget of estimated revenue and expenditure for that financial year, for approval by the executive authority* Did the accounting authority for a public entity listed in schedule 3 which is not a government business enterprise submit to the executive authority responsible for that public entity within the stipulated period, a budget of estimated revenue and expenditure for that financial year, for approval by the executive authority?		✓	Not applicable
53(2)	*(2) The budget must be submitted to the executive authority through the accounting officer for a department designated by the executive authority, who may make recommendations to the*	✓		

Section	Question	Yes	No	Remarks
	executive authority with regard to the approval or amendment of the budget. Was the budget submitted to the executive authority through the accounting officer for a department designated by the executive authority?			
53(3)	*(3) A public entity which must submit a budget in terms of subsection (1), may not budget for a deficit and may not accumulate surpluses unless the prior written approval of the National Treasury has been obtained.* Did a public entity which must submit a budget in terms of section 53(1), budget for a deficit or accumulate surpluses without the prior written approval of the National Treasury?		✓	
53(4)	***(4) The accounting authority for such a public entity is responsible for ensuring that*** *expenditure of that public entity is in accordance with the approved budget.* Did the accounting authority for a public entity referred to in section 53(1) ensure that expenditure of that public entity is in accordance with the approved budget?	✓		
54(1)	*54. (1) The accounting authority for a public entity must submit to the treasury or the Auditor-General such information, returns, documents, explanations and motivations as may be prescribed or as the treasury or the Auditor-General may require.* Did the accounting authority for a public entity submit to the relevant treasury or the Auditor-General such information, returns, documents, explanations and motivations as may be prescribed or as the relevant treasury or the Auditor-General may require?	✓		
54(2)	*(2) Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the treasury of the transaction and submit relevant particulars of the transaction to executive authority for approval of the transaction:* *(a) establishment or participation in the establishment of a company;* *(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;* *(c) acquisition or disposal of a significant shareholding in a company;* *(d) acquisition or disposal of a significant asset;* *(e) commencement or cessation of a significant business activity; and* *(f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.* Did the accounting authority for a public entity, before a public entity concluded any of the transactions stipulated in this section, promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction?	✓		
54(3)	*(3) A public entity may assume that approval has been given if it receives no response from the executive authority on a submission in terms of subsection (2) within 30 days or within a longer period as maybe agreed to between itself and the executive authority.*	✓		

Section	Question	Yes	No	Remarks
	Did the public entity maintain adequate records to ensure that any assumption of approval can be justified in cases where no response is received, within the stipulated period, from the executive authority on a submission in terms of section 54(2)?			
55(1)(a) 55(1)(b) 55(1)(c) 55(1)(d)	*(1) The accounting authority for a public entity—* *(a) must keep full and proper records of the financial affairs of the public entity;* *(b) prepare financial statements for each financial year in accordance with generally accepted accounting practice, unless the Accounting Standards Board approves the application of generally recognised accounting practice for that public entity;* *(c) must submit those financial statements within two months after the end of the financial year—* *(i) to the auditors of the public entity for auditing; and* *(ii) if it is a business enterprise or other public entity under the ownership control of the national government, to the treasury; and* *(d) must submit within five months of the end of a financial year to the treasury, to the executive authority responsible for that public "entity and , if the Auditor-General did not perform the audit of the financial statements, to the Auditor-General—* *(i) an annual report on the activities of that public entity during that financial year;* *(ii) the financial statements for that financial year after the statements have been audited; and* *(iii) the report of the auditors on those statements.* Does the accounting authority for a public entity: a) Keep full and proper records of the financial affairs of the public entity?; b) Prepare financial statements for each financial year in accordance with generally accepted accounting practice (gaap), unless the stipulated deviation from gaap applies?; c) Submit those financial statements within two months after the end of the financial year to the stipulated institutions?; and d) Submit within five months of the end of a financial year to the stipulated institutions: i) An annual report on the activities of that public entity during that financial year ii) The financial statements for that financial year after the statements have been audited and iii) The report of the auditors on those statements?	✓		
55(2)(a) 55(2)(b)	*(2) The annual report and financial statements referred to in subsection (1) (d)must—* *(a) fairly present the state of affairs of the public entity, its business, its financial results and its performance against predetermined objectives and its financial position as at the end of the financial year concerned;* *(b) include particulars of—* *(i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;* *(ii) any criminal or disciplinary steps taken as a consequence of such losses or irregular*	✓		

Section	Question	Yes	No	Remarks
	expenditure or fruitless and wasteful expenditure; *(iii) any losses recovered or written off,* *(iv) any financial assistance received from the state* ***and commitments made 10 by the state on*** *its behalf and* ***(v) any other matters that may be prescribed; and*** ***(c) include the financial statements of any subsidiaries.***			
55(2)(c)	Does the annual report and financial statements referred to in section 55(1)(d): a) Fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned?; b) Include particulars of the matters referred to in section 55(2)(b)?; and c) Include the financial statements of any subsidiaries?			
55(3)	*(3) An accounting authority must submit the report and statements referred to in subsection (1) (d), for tabling in Parliament, to the relevant executive authority through the accounting officer of a department designated by the executive authority.* Did the accounting authority submit the report and statements referred to in section 55(1)(d), for tabling in Parliament or the provincial legislature, to the relevant executive authority through the accounting officer of a department designated by the executive authority?	✓		
55(4)	*(4) The treasury may direct that, instead of a separate report, the audited financial statements of a Schedule 3 public entity which is not a government business enterprise must be incorporated in those of a department designated by the treasury.* Did the relevant treasury directs that, instead of a separate report, the audited financial statements of a schedule 3 public entity which is not a government business enterprise, must be incorporated in those of a department designated by that treasury, and was such direction adhered to?		✓	Not relevant to the Entity. Applicable to Treasury.
56(1)	*(1) The accounting authority for a public entity may—* *(a) in writing delegate any of the powers entrusted or delegated to the accounting authority in terms of this Act, to an official in that public entity; or* *(b) instruct an official in that public entity to perform any of the duties assigned to the accounting authority in terms of this Act.* Did the delegation, by an accounting authority for a public entity, of any of the powers entrusted or delegated to the accounting authority in terms of the PFMA, to an official in that public entity occur in writing?	✓		
56(2)	*A delegation or instruction to an official in terms of subsection (l)—* *(a) is subject to any limitations and conditions the accounting authority may impose;* *(b) may either be to a specific individual or to the holder of a specific post in the relevant public entity; and* *(c) does not divest the accounting authority of the responsibility concerning the exercise of the*	✓		

Section	Question	Yes	No	Remarks
	delegated power or the performance of the assigned duty. Were the stipulations of any delegation or instruction to an official in terms of section 56(1), as proposed in section 56(2)(a) and section 56(2)(b) adhered to?			
56(3)	*(3) The accounting authority may confirm, vary or revoke any decision taken by an official as a result of a delegation or instruction in terms of subsection (1), subject to any rights that may have become vested as a consequence of the decision.* In case where an accounting authority confirmed, varied or revoked any decision taken by an official as a result of a delegation or instruction in terms of section 56(1), did it occur subject to any rights that may have become vested as a consequence of the decision?		✓	Not applicable.
57(a) to c) & (e) 57(d)	*An official in a public entity—* *(a) must ensure that the system of financial management and internal control established for that public entity is carried out within the area of responsibility of that official;* *(b) is responsible for the effective, efficient, economical and transparent use of financial and other resources within that official's area of responsibility;* *(c) must take effective and appropriate steps to prevent, within that official's area of responsibility, any irregular expenditure and fruitless and wasteful expenditure and any under collection of revenue due;* *(d) must comply with the provisions of this Act to the extent applicable to that official, including any delegations and instructions in terms of section 56; and* *(e) is responsible for the management, including the safeguarding, of the assets and the management of the liabilities within that official's area of responsibility.* Did all officials in the public entity: a) Comply with the stipulations of section 57 within that official's area of responsibility b) Comply with the provisions of the PFMA to the extent applicable to that official, including any delegations and instructions in terms of section 56?	✓		
58(1)	*(l) The annual financial statements of a public entity must be audited annually by—* *(a) the Auditor-General; or* *(b) a person registered in terms of section 15 of the Public Accountants' and Auditors' Act, 1991 (Act No. 80 of 1991), as an accountant and auditor, and engaged in public practice as such.* Are the annual financial statements of the public entity audited on an annual basis by one of the two stipulated parties?	✓		
58(3)	*(3) A public entity must consult the Auditor-General on the appointment of an auditor in terms of subsection (2).* Did the public entity consult the Auditor-General on the appointment of an auditor in terms of section 58(2)?	✓		

COUNCIL ON HIGHER EDUCATION

Section	Question	Yes	No	Remarks
58(2)	*(2) A public entity may appoint, as its auditor, a person referred to in subsection (l)(b) only if the audit is not performed by the Auditor-General* Did the appointment of an auditor other than the Auditor-General: A) Comply with the stipulations contained in section 58(1)(b) and B) Occurred only as a result of the fact that the Auditor-General do not perform the audit?		✓	Not applicable.
59	*59. (1) An auditor appointed by a public entity in terms of section 58 (1) (b) may not be discharged before the expiry of that auditor's term of appointment except by the executive authority responsible for that public entity acting—* *(a) after consultation with the accounting authority for that public entity; and* *(b) with the concurrence of the Auditor-General.* Were the auditors discharged after consultation with the executive authority and with the concurrence of the Auditor-General and in terms of section 59?	✓		
66 (1) to 66(6)	*(1) An institution to which this Act applies may not borrow money or issue a guarantee, indemnity or security, or enter into any other transaction that binds or may bind that institution or the Revenue Fund to any future financial commitment, unless such borrowing, guarantee, indemnity, security or other transaction-* *(a) is authorised by this Act; and* *(b) in the case of public entities, is also authorised by other legislation not in conflict with this Act; and* *(c) in case of loans by a province or a provincial government business enterprise under the ownership control of a provincial executive, is within the limits as set in terms of Borrowing Powers of Provincial Governments Act, 1996 (Act No. 48 of 1996)* *(2) Only the following persons may borrow money, or issue a guarantee, indemnity or security, or enter into any other transaction that binds or may bind the Revenue Fund to any future financial commitment:* *(a) Transactions that bind or may bind the National Revenue Fund: the Minister or, in the case of the issue of a guarantee, indemnity or security, the responsible Cabinet member acting with the concurrence of the Minister in terms of section 70.* *(3) Public entities may only through the following persons borrow money, or issue a guarantee, indemnity or security, or enter into any other transaction that binds or may bind that public entity to any future financial commitment:* *(a) A public entity listed in Schedule 2: The accounting authority for that Schedule 2 public entity.* *(b) A national government business enterprise listed in Schedule 3 and authorized by notice in the national Government Gazette by the Minister: The accounting authority for that government business enterprise, subject to any conditions the Minister may impose.* *(c) Any other national public entity: The Minister or, in the case of the issue of a guarantee, indemnity or security, the Cabinet member who is the executive authority responsible for that public entity, acting with the concurrence of the Minister in terms of section 70.* *(d) A provincial government business enterprise listed in Schedule 3 and authorized by notice in the national Government Gazette by the Minister: The MEC for finance in province, acting*		✓	Not applicable.

Section	Question	Yes	No	Remarks
	with concurrence of the Minister, subject to any conditions that the minister may impose. *(4) Constitutional institutions may not borrow money. nor issue a guarantee. indemnity or security, nor enter into any other transaction that binds or may bind the entity to any future financial commitment.* *(5) Despite subsection (4), the Minister may in writing permit a public entity mentioned in subsection (3)(c) or a constitutional institution to borrow money for bridging purposes up to a prescribed limit, including a temporary bank overdraft, subject to such conditions as the Minister may impose.* *(6) A person mentioned in subsection (2) or (3) may not delegate a power conferred in terms of that subsection. except with the prior written approval of the Minister.* *(7) A public entity authorised to borrow money—* *(a) must annually submit to the Minister a borrowing programme for the year; and* *(b) may not borrow money in a foreign currency above a prescribed limit, except when that public entity is a company in which the state is not the only shareholder.* Did the public entity borrow money or issue a guarantee or enter into any such transaction as referred to in this section? If so, have the requirements of sections 66 (1) a-c and 66 (2) to 66 (6), as applicable, been met?			
77 (a) (b)	*An audit committee—* *(a) must consist of at least three persons of whom, in the case of a department—* *(i) one must be from outside the public service;* *(ii) the majority may not be persons in the employ of the department, except with the approved of the treasury; and* *(iii) the chairperson may not be in the employ of the department;* *(b) must meet at least twice a year; and* Does the composition of the audit committee meet the requirements of this section and have they met as prescribed?	✓		

PFMA AND TR COMPLIANCE CHECKLIST

Section	Question	Yes	No	Remarks
1. BUDGET AND RELATED MATTERS (CHAPTER 6)				
1.1 Tr(6.1.2)	Does the entity receive transfer payments appropriated from a vote?	✓		
1.1.1 Tr(6.1.2)	If so, did the entity submit all the information as required by the accounting officer responsible for the vote for the purposes of complying with the budget circular?	✓		
1.1.2 Tr(6.1.2)	Was the budget submission made through the accounting officer in charge of the department responsible for the entity?	✓		
1.1.3	Was the budget formally approved by the controlling department?	✓		
1.1.4	If the budget was reduced by the controlling department, was a new budget compiled and submitted by the entity and was it approved	✓		
2.1.1 Tr(25.1.1)	Is the public entity listed as required in terms of the PFMA?	✓		
2.1.1.1 Tr(25.1.2)	If not: were all moneys received deposited into the National Revenue Fund?		✓	Not applicable.
2.1.2 Tr(25.1.3)	Did the public entity submit all information required by the National Treasury in terms of the PFMA and these regulations to the Registrar of Public Entities in the National Treasury?	✓		
2.2 Listing (Chapter 25.2)				
2.2 Tr(25.2.1)	If the public entity is not listed, did the Accounting Authority submit the following information to the executive authority and the Registrar of Public Entities in support of its application for listing: (a) name of the public entity; (b) its main function; (c) executive authority responsible for the public entity; (d) legislation in terms of which the entity was established; (e) dates of its incorporation and financial year end; (f) names of members of the board or body controlling the public entity; (g) its registered address and telephone numbers; (h) name of the chief executive officer; (i) name of the chief financial officer; (j) name of the company secretary;		✓	Not applicable. The entity is already listed as Schedule 3A.

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Section	Question	Yes	No	Remarks
	(k) authority responsible for appointing the chief executive officer; (l) authority responsible for appointing the board of directors or controlling body; (m) subsidiaries under the ownership control of the entity; (n) latest audit financial statements; (o) Amount of budgetary transfers received over the past three financial years; and (p) Most recent corporate/strategic plan of the public entity.			
2. RESPONSIBILITIES OF DESIGNATED ACCOUNTING OFFICERS (CHAPTER 26)				
3.1 Tr(26.1.1)	Did the entity submit information on its actual revenue and expenditure up to the end of the quarter, as well as a projection of expected expenditure and revenue for the remainder of the current financial year to the designated accounting officer within 30 days of the end of each quarter? - Was information on actual revenue and expenditure determined after taking accruals into account?	✓		
3.2 Tr(26.1.2)	Did the accounting authority, through the designated accounting officer, report on the extent of compliance with the PFMA and the regulations? Was non-compliance reported together with reasons?	✓		
3.3 Tr(26.1.3)	Did the accounting officer approve the sharing of the services of the Audit Committee and internal audit after consultation with the relevant authority in the entity?	✓		
3. INTERNAL CONTROL AND CORPORATE MANAGEMENT (CHAPTER 27) **4.1 Audit Committee (Chapter 27.1)**				
4.1.1 Tr(27.1.1)	Did the accounting authority of the entity establish an Audit Committee as a sub-committee of the accounting authority?	✓		
4.1.2 Tr(27.1.3)	Does the chairperson of the committee comply with the following requirements: - Must be independent; - Must be knowledgeable of the status of the position; - Must have the requisite business, financial and leadership skills - May not be the chairperson of the accounting authority or a person who fulfils an executive function in the entity	✓		
4.1.3 Tr(27.1.4)	Are the majority of members non-exec members appointed by the accounting authority - are the majority of the members financially literate?	✓		

PFMA AND TR COMPLIANCE CHECKLIST

Section	Question	Yes	No	Remarks
4.1.4 Tr(27.1.5)	Did the executive authority concur with the premature termination of the services of a member?	✓		
4.1.5 Tr(27.1.6)	Has the committee established written terms of reference which deals adequately with its membership, authority and responsibilities? - Is it being reviewed at least annually to ensure its relevance?	✓		
4.1.6 Tr(27.1.7)	Was it disclosed in the entity's annual report whether or not the Audit Committee has adopted a formal terms of reference? - if so, was it also disclosed whether the committee satisfied its responsibilities for the year, in compliance with its terms of reference?	✓		
4.1.7 Tr(27.1.8)	Did the Audit Committee review the following information: - Effectiveness of internal control systems; - Effectiveness of internal audit; - Risk areas of the entity's operations to be covered in the scope of internal and external audits; - The adequacy, reliability and accuracy of financial information provided the management and other users; - Any accounting and auditing concerns identified as a result of internal and external audit. - The entity's compliance with legal and regulatory provisions; - The activities of the IA function, including its annual work program, co-ordination with the external auditors, the reports of significant investigations, and the response of management to specific recommendations. - Where relevant, the independence and objectivity of the external auditors (where the Auditor-General is not the auditor).	✓		
4.1.8 Tr(27.1.9)	- Does the Audit Committee have explicit authority to investigate matters within its powers, as identified in the written terms of reference? - Was the Audit Committee provided with resources to investigate such matters and did the Audit Committee have full access to information? - Did the Audit Committee safeguard all information supplied to it within the ambit of the law?	✓		
4.1.9 Tr(27.1.10)	Did the Audit Committee: - report and make recommendations to the accounting authority - report on the effectiveness of the internal controls in the annual report - comment on its evaluation of the financial statements in the annual report	✓		
4.1.10 Tr(27.1.11)	Did the chairperson promptly report any report received from internal audit implicating any members of the accounting authority for financial misconduct to the executive authority or the Auditor-General.		✓	No members implicated.
4.1.11 Tr(27.1.12)	Did the Audit Committee report any concerns it deemed necessary to the executive authority, Auditor-General or external auditors.	✓		

COUNCIL ON HIGHER EDUCATION

Section	Question	Yes	No	Remarks
4.1.12 Tr(27.1.13)	Does the Audit Committee meet at least annually with the External Auditor to ensure there are no unresolved issues of concern?	✓		
4.2 Internal controls and internal audit (Chapter 27.2)				
4.2.1 Tr(27.2.1)	- Was a risk assessment conducted at least annually? - Does the entity have a risk management strategy and does it include a fraud prevention plan? - Was the strategy clearly communicated to all employees?	✓		
4.2.2 Tr(27.2.2)	Was an internal audit function functioning during the year under review?	✓		
4.2.3 Tr(27.2.3 & 4)	Where the internal audit was contracted out - were the tendering procedures properly followed? - were they independent (i.e. not external auditors)?	✓		
4.2.4 Tr(27.2.5)	- Is the purpose, authority and responsibility of the Internal Auditors function formally defined in the audit charter? - Is the above consistent with the Institute of Internal Auditor's definition of internal auditing?	✓		
4.2.5 Tr(27.2.6)	Was the internal audit conducted in accordance with standards set by the Institute of Internal Auditors	✓		
4.2.6 Tr(27.2.7)	Did the internal auditors in consultation with the Audit Committee prepare (a) a rolling three-year strategic internal audit plan based on its assessment of key areas of risk for the public entity, having regard to its current operations, the operations proposed in its corporate or strategic plan and its risk management strategy; (b) an internal audit plan for the first year of the rolling plan; (c) plans indicating the scope of each audit in the annual internal audit plan; (d) reports to the Audit Committee detailing its performance against the plan, to allow effective monitoring and intervention when necessary.	✓		
4.2.7 Tr(27.2.8)	Does the internal audit function report directly to the Accounting Authority and report at all Audit Committee meetings? - Is the internal audit unit independent and is there no limitation of access to information?	✓		
4.2.8 Tr(27.2.9)	Did the internal audit function co-ordinate with other internal and external providers of assurance to ensure proper effort and minimise duplication of effort?	✓		
4.2.9 Tr(27.2.10)	- Did the internal audit function assist the accounting authority in maintaining effective controls by evaluating those controls to determine their effectiveness and efficiency and by developing recommendations for enhancement or improvement? - Did the controls encompass the following: (a) the Information systems environment? (b) The reliability and integrity of financial and operational info (c) The effectiveness of operations. (d) Safeguarding of assets, and	✓		

Section	Question	Yes	No	Remarks
	(e) Compliance with laws, regulations and controls.			
4.2.10 Tr(27.2.11)	Did the internal audit function assist the accounting authority in achieving the objectives of the institution by evaluating and developing recommendations for the enhancement or improvement of the processes through which: (a) objectives and values are established and communicated. (b) The accomplishment of objectives is mentioned. (c) Accountability is ensured; and (d) Corporate values are preserved. (e)	✓		
4.3 Chief Financial Officer (Chapter 27.3)				
4.3.1 Tr(27.3.1)	Does the entity have a CFO. If not, was the appropriate approval received from treasury?	✓		
4. ANNUAL FINANCIAL STATEMENTS AND ANNUAL REPORTS (CHAPTER 28)				
5.1.1 Tr(28.1.1)	Does the AFS include a report by the accounting authority and contain disclosures of (a) emoluments of all directors and executive members (b) Emoluments paid/receivable by directors and executive members in aggregate and per director and executive member for (c) Separate disclosure for executive directors, non-executive directors and executive members.	✓		
5.1.2 Tr(28.1.4)	Does the disclosure include: (a) fees for services as a director or executive member. (b) Basic salary. (c) Bonuses and performance related payment. (d) Sums paid by way of expense allowances. (e) Contributions made to any pension fund, medical aid, insurance scheme, etc. (f) Any commission, gain or profit sharing arrangements. (g) Any share options including their strike price and period; and (h) Any other material benefits received.	✓		
5.1.4 Tr(28.3.1)	Did the accounting authority develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors?	✓		
5.1.5 Tr(28.1.6)	Did the public entity prepare financial statements in accordance the GRAP? - If not, was there disclosure of the departure, reasons and effect on financial statements?	✓		
5.1.6 Tr(28.3.1)	Does the annual report of the public entity's detail the materiality/significant framework applied during the financial year?	✓		

5. STRATEGIC PLANNING (CHAPTER 30)

6.1 Strategic plan (Chapter 30.1)

6.1.1 Tr(30.1.1)	Did the accounting authority of a public entity listed in terms of Schedule 3A annually submit a proposed strategic plan for approval by the executive authority Was the plan submitted at least 6 months before the start of the financial year of the designated department or any other time period as agreed between the executive authority and the public entity?	✓		
6.1.2 Tr(30.1.2)	Was the plan finalised and submitted to the executive authority by 1 April each year?	✓		
6.1.3 Tr(30.1.3)	Does the strategic plan (a) cover a period of three years; (b) include objectives and outcomes as identified by the executive authority; (c) include multi-year projections of revenue and expenditure; (d) include key performance measures and indicators for assessing the public entity's performance in delivering the desired outcomes and objectives; (e) include the materiality/significant framework , referred to in TR 28.1.5? (f) be updated annually on a rolling basis; and (g) form the basis for the annual reports of accounting authorities in terms of section 55 of the Act.	✓		
6.1.4 Tr(30.1.4)	Was the additional information as required by the executive authority included in the plan?	✓		

6.2 Evaluation of Performance (Chapter 30.2)

6.2.1 Tr(30.2.1)	Were procedures established by the accounting authority for quarterly reporting to the executive authority in order to facilitate effective performance monitoring, evaluation and corrective action?	✓		

6. CASH, BANKING AND INVESTMENT MANAGEMENT (CHAPTER 31)

7.1 Cash management (Chapter 31.1)

7.1.1 Tr(31.1.1)	Did the accounting authority for entities listed in Schedule 3 establish systems, procedures and training and awareness programmes to ensure efficient and effective banking and cash management?	✓		
7.1.2	Does the cash management include	✓		

Section	Question	Yes	No	Remarks
Tr(31.1.2)	(a) collecting revenue when it is due and banking it promptly; (b) making payments no earlier than necessary, with due regard for efficient, effective and economical programme delivery and the public entity's normal terms of account payments; (c) avoiding pre-payments for goods or services (i.e. payment in advance of the receipt of goods or services, unless required by the contractual arrangements with the supplier); (d) accepting discounts to effect early settlement when the payment has been included in the monthly cash flow estimates provided to the chief financial officer; (e) pursuing debtors with appropriate sensitivity and rigour to ensure that amounts receivable by the public entity are collected and banked promptly; (f) accurately forecasting the public entity's cash flow in order to optimise its central cash management responsibilities; (g) timing the in and outflow of cash; (h) recognising the time value of money, i.e. economically, efficiently and effectively managing cash; (i) taking any other action that avoids locking up money unnecessarily and inefficiently, such as managing inventories to the optimum level necessary for efficient and effective programme delivery, and selling surplus or under utilised assets; (j) conducting bank reconciliation's at least weekly; (k) making regular cash forecasts; (l) alignment of the approved budget with monthly cash flows; (m) variance analyses of actual cash flow with the approved budget; and (n) sweeping bank accounts to effectively utilise surplus cash.			
7.1.3 Tr(31.1.3)	Is the cash management performance reported at least on a monthly basis?	✓		
7.2 Banking Framework (Chapter 31.2)				
7.2.1 Tr(31.2.1)	Did National Treasury approve the bank where entities listed in schedule 3 intended to open a bank account? Is a list of existing banking accounts submitted to National Treasury by 31 May each year?	✓		
7.2.2 Tr(31.2.2)	Has National Treasury proposed a bank? If so, did the public entity open an account in that relevant bank? If not, did the entity take into account (a) that the bank is registered with the South African Registrar of Banks; (b) that the bank is a member or sponsored by a member of the Payments Association of South Africa; (c) the bank's contracting with persons, or categories of persons historically disadvantaged by unfair discrimination on the basis of race, gender or disability; (d) the cost effectiveness; and (e) the ability of the bank to provide the required services which through adequate systems, infrastructure and branch networks.	✓		

Section	Question	Yes	No	Remarks
7.2.3 Tr(31.2.3)	Was the adjudication and awarding of the tender done in accordance with the public entity's internal tendering procedures.	✓		
7.2.4 Tr(31.2.4)	Did the accounting authority or the person to whom such authorisation was delegated open a bank account?		✓	Not applicable.
7.3 Investment Policy (Chapter 31.3)				
7.3.1 Tr(31.3.1)	Does the entity have funds under management? **If so, has an investment policy been approved by the accounting authority?**	✓		
7.3.2 Tr(31.3.2)	Does the policy include (a) selection of counter-parties through credit risk analyses; (b) establishment of investment limits per institution; (c) establishment of investment limits per investment instrument; (d) monitoring of investments against limits; (e) reassessment of investment policies on a regular basis; (f) reassessment of counter-party credit risk based on credit ratings; (g) assessment of investment instruments based on liquidity requirements.	✓		
7.3.3 Tr(31.3.3)	Did the public entity listed in terms of Schedule 3A or 3C invest surplus funds with the Corporation for Public Deposits?	✓		
7.3.4 Tr(31.3.4)	Note: Surplus funds refer to all money in excess of a given day's projected cash flow requirements plus a liquidity buffer needed to cover unforeseen expenses on that day.	✓		
7.3.5 Tr(31.3.5)	Did entities exempted from TR 31.3.3 invest surplus funds in an institution with an investment grade rating and was it in line with an investment policy?	✓		
7.3.6 Tr(31.4.1)	Did the entity promptly disclose information regarding cash, banking and investment management when so requested by National Treasury?	✓		
8.BORROWING AND LEASES (CHAPTER 32) **8.1 Borrowing (Chapter 32.1)**				
8.1.1 Tr(32.1.1)	Did the public entity listed in Schedule 3A borrow money for bridging purposes? If so, did the Minister of Finance approve the borrowing? Were the following conditions applied? (a) the debt must be repaid within 30 days of the end of the financial year; (b) borrowing may not exceed a limit determined in advance by the Minister of Finance, in		✓	Not applicable.

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Section	Question	Yes	No	Remarks
	consultation with the national executive authority or provincial MEC for finance, whichever appropriate; (c) foreign borrowing may not be undertaken; (d) a request for borrowing for bridging purposes must be submitted to the Minister of Finance at least 30 days before the borrowing. The following must be submitted together with the request – (i) detailed cash flow and income and expenditure statements indicating how the debt will be repaid during the prescribed period; and (ii) the terms and conditions on which the money is borrowed.			
8.1.2 Tr(32.1.2)	The above paragraph does not apply to the use of credit cards, fleet management cards or other credit facility repayable.		✓	Not applicable.
8.2.1 Tr(32.2.3)	- Did an entity listed in schedules 2,3,4, 3B and 3D enter into a finance lease transaction? - If so, did the entity enter into it through the following functionaries: (a) public entity listed in schedule 2: the accounting authority for that entity; (b) a national public entity listed in schedule 3A: the Minister of Finance; (c) a national government business enterprise listed in schedule 3B and authorised by the Minister by notice in the national Government Gazette: the accounting authority of that business enterprise, subject to conditions that the Minister may impose; (d) a provincial business enterprise listed in schedule 3D and authorised by the Minister by notice in the National Government Gazette: the MEC for finance in the province, acting with the concurrence of the Minister,. Subject to any conditions that the Minister may impose.		✓	Not applicable. All leases transactions are treated as operating lease.
7. FINANCIAL MISCONDUCT (CHAPTER 33) **9.1 Investigation of alleged financial misconduct (Chapter 33.1)**				
9.1.1 Tr(33.1.1)	Was an employee alleged to have committed financial misconduct? If so, did the accounting authority ensure that an investigation was conducted into the matter and if confirmed a disciplinary hearing was carried out in accordance with the relevant prescripts?		✓	
9.1.2 Tr(33.1.2)	Was the investigation instituted within 30 days from the date of discovery of the alleged financial misconduct?		✓	
9.1.3 Tr(33.1.3)	If the accounting authority or its members is alleged to have committed the misconduct, did the executive authority initiate an investigation into the matter and if the allegations were confirmed, did he/she ensure that the appropriate disciplinary proceedings were initiated immediately?		✓	
9.1.4 Tr(33.1.4)	Did the National Treasury, after consultation with the executive authority (a) direct that a person other than an employee of the public entity conducts the investigation;		✓	

Section	Question	Yes	No	Remarks
	(b) issue any reasonable requirement regarding the way in which the investigation should be performed.			
9.2 Criminal Proceedings (Chapter 33.2)				
9.2.1 Tr(33.2.1)	If any criminal charges were laid in terms of section 86 of the PFMA, did the accounting authority advise the Auditor-General, the executive authority and National Treasury of the above occurring?		✓	
9.3 Reporting (Chapter 33.3)				
9.3.1 Tr(33.3.1) Sec 85 (1)	Did the accounting authority on an annual basis submit a report to the executive authority, National Treasury and the Auditor-General a schedule of (a) the outcome of any disciplinary hearings and/or criminal charges; (b) the names and ranks of employees involved; and the sanctions and any further actions taken against these employees.		✓	