COUNCIL ON HIGHER EDUCATION

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

1 OCTOBER – 31 DECEMBER 2013

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1. INTRODUCTION

The 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 Programme and Strategic Matters

2.1.1 Restructuring of Undergraduate Degrees and Diplomas

As previously reported the report of task team – *A proposal for undergraduate curriculum reform in South Africa* – was published and released for consultation in August. In the lead up to the submission of comments, which was the end of November 2013, the members of the Task Team and the Director: Monitoring and Evaluation, were invited to participate in workshops organised by higher education institutions to discuss the findings of the report. Comments have been received from all the public higher education institutions, as well as from other interested parties in higher education such as professional councils, private providers and NGOs. The comments will be processed in the first quarter of 2014 for consideration by Council and will inform the Council's advice to the Minister of Higher Education and Training.

2.1.2 Second Cycle of Quality Assurance 2012 – 2017

The consultation on the draft *Framework for Institutional Quality Enhancement*, which focuses on quality enhancement, specifically, student success, rather than, institutional audits, has been completed, as outlined in 4.6.1 below. There is enthusiastic support for the QEP from the higher education sector. The framework was approved by the Higher Education Quality Committee (HEQC) on 4 December and the Council on 5 December 2013. The project will be formally launched on 27 February 2014.

2.1.3 New Universities

The CHE completed processing the programmes received from the University of Mpumalanga and the HEQC has approved accreditation of all new programmes to be offered in 2014 by both the University of Mpumalanga and the Sol Plaatjie University.

2.2 Governance and Management Issues

2.2.1 Portfolio Committee on Higher Education and Training

The Annual Report for the 2012/13 financial year was presented to the Portfolio Committee on Higher Education in Parliament on 10 October 2013. The delegation, which consisted of the CEO, CFO and Dr Masuku, was well-received and there were no major issues of concern raised regarding the discharge of the CHEs mandate by the committee.

3. MONITORING AND EVALUATION

3.1 Research Projects

3.1.1 Higher Education Performance Indicators

The second in an annual series of Higher Education "VitalStats" booklets, based on performance indicators for higher education, VitalStats 2011, which provides comparative data between 2006 and 2011, was published in December 2013.

3.1.2 Undergraduate Diploma and Degree Structure

As reported in 2.1.1 above, comments on the report of the Task Team – *A proposal for undergraduate curriculum reform in South Africa* – were released for consultation in August. A national workshop to discuss the proposals was held in September. A number of media interactions were carried out and a series of consultative meetings and workshops with institutions held in the third quarter. Institutions' and organisations' responses were received by 13 December.

3.1.3 Governance Challenges in Public Higher Education

The research project on governance and management challenges in higher education continues to make progress. The initial research has been completed and a background report produced, which has identified issues requiring further research that is currently underway. The background report is feeding into and informing the 20-year review of higher education (discussed below), as well as contributing to the development of advice on institutional governance and management to the Minister in the first half of 2014. Further research work on the project has been planned and commissioned.

3.1.4 Student Governance at Public Higher Education Institutions

The project is progressing as planned and the fieldwork for the empirical investigation, involving interviews with SRCs and Deans of Students at 8 institutions across the country, was carried out in the third quarter. This project will also feed into the twenty-year review of higher education.

3.1.5 Review of the state of higher education: 2004-2014

In the third quarter the 8 task teams on the different areas held their third meetings and are now in the process of finalising the first drafts of their chapters, ahead of a plenary meeting and fourth task team meetings to be held at the end of January 2014.

3.1.6 Reflections on academic leadership

A background paper has been completed and 6 contributions for the proposed book confirmed. Contributors are working on their individual chapters.

3.1.7 Other projects:

Role of the National Benchmark Tests (NBTs) in admissions and placement in higher education institutions.

The Umalusi project on National Senior Certificate (NSC) results as an indicator of success in higher education has been completed will serve as a basis for the proposed CHE project on NBTs and other placement mechanisms, which is planned for late 2014.

3.2 HEQCIS

Since inception:

Of the 150 institutions that had started using the system, 123 institutions[1] (i.e. 95% of all unique PHEIs) had submitted at least one full data load each. The 123 institutions included 110 PHEIs that had successfully loaded onto the HEQCIS for the second time or more, by 20 December 2013. The total numbers loaded onto the HEQCIS, thus far, were 228 674 learners with 248 060 qualification uptake results (63 246 achievements and 170 773 enrolments) between them (a further 14 041 were shown as de-enrolled), an increase of 17 415 learners loaded thus far during the third cycle[2] of 2013 (the "current cycle").

Most recent data-load cycle:

The pool for the current cycle (completed on 13 December 2013) is made up of 126 unique PHEIs.[3] Of the 123 registered institutions using the system,110 institutions (i.e. 87% of all unique PHEIs) successfully submitted at least one full data load each, thus far within the current cycle, which is 05% more than last year at the same time. The total numbers[4] loaded during the current cycle are 223 216 learners with 245 115 qualification uptake results (62 183 achievements and 168 960 enrolments) between them (a further 13972 were shown as de-enrolled).

The overall total number of learners increased by 17 415 since the previous quarter, and the total number of qualification uptake results increased by 22 287 (7 837 achievements, 13 758 enrolments and 692) de-enrolments).

[1] These include four institutions that were de-registered after their first loads.
[2] First cycle of 2013: 16 December 2012 to 15 June 2013. Second cycle: 16 June to 15 December 2013.
[3] Those PHEIs that had been de-registered after their first loads (and before the current cycle started) are excluded from this number.
[4] 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).

3.2.2 Private Higher Education Management Information System

The technical specifications for the data fields, including definitions, for the development of a single management information system (MIS) for private higher education were presented to Private Higher Education Institutions at a Quality Forum in October 2013. The development of the software and implementation of the new system is anticipated to begin in the 2014/2015 financial year.

4. QUALITY ASSURANCE AND QUALITY PROMOTION

4.1 National Excellence in Teaching Awards 2013

The annual CHE-Higher Education Learning and Teaching Association of South Africa (HELTASA) teaching excellence awards were presented to the successful recipients at the HELTASA Conference dinner on 28 November at Unisa. The awards are designed to raise the profile of teaching at university level and reward those who have made outstanding contributions. Five academics received awards and six received commendations as outlined below. The awardees and the institutions to which they are affiliated are listed below.

Name	Category of Award	Institution
Elmarie Costandius	National Excellence in Teaching	University of Stellenbosch
Anthony Collins	National Excellence in Teaching	University of KwaZulu- Natal
Family Medicine Team	National Excellence in Teaching	University of Pretoria
Jenni Case	Leadership in Excellent Teaching	University of Cape Town
Philemon Akach	Leadership in Excellent Teaching	University of the Free State
Enid Schutte	Commendation	University of the Witwatersrand
Cassim Vanker	Commendation	Durban University of Technology
Mohamed Paleker	Commendation	University of Cape Town
Ed Jacobs	Commendation	University of Stellenbosch
Teaching and Learning Centre Team	Commendation	University of Fort Hare
Michael Rowe	Commendation	University of the Western Cape

4.2 International Activities
4.2.1 Delegations Hosted

The CHE hosted two delegations interested in exploring the role of the CHE and the discharge of the quality assurance function through the HEQC:

- Ministry of Higher Education and Scientific Research, Republic of Burundi.

- Council for Quality Assurance and Accreditation, Republic of Yemen.

4.2.2 Workshops

The CEO was invited to participate in the South Africa-European Union Workshop on the Internationalisation of Higher Education, Brussels, 4-6 November.

4.3 Forums and Workshops

- A private providers' forum was held on 29 October. The main focus of the day's programme was on accreditation.
- A HEQSF Category B End-users Workshop was held on 27 November 2013.

4.4 Programme Accreditation

There were 69 applications for accreditation for new programmes received in this quarter. The Accreditation Committee met in October and November 2013 and made recommendations on 108 programmes and 8 new / relocated sites of delivery to serve at the HEQC meetings of December 2013 and February 2014 respectively. It also deferred recommendations on 18 programmes, requesting further information from the institutions.

The HEQC met in 30 October and 4 December 2013 and made final decisions on 106 programmes and on 18 new / relocated sites of delivery as recommended from the August, October and November[5] 2013 Accreditation Committee meetings. In addition, the HEQC deferred the decision on 2 recommendations made by the Accreditation Committee.

4.4.1. Applications Received

Of the 69 new applications received in this quarter, 39 were from public higher education institutions and 30 programmes private higher education institutions[6]

The new applications received in terms of the NQF level and CESM category respectively are indicated in Tables 1 and 2 below.

[5] It should be noted that an application relating to the new University of Mpumalanga and applications for re-accreditation tabled at the October and November 2013 Accreditation Committee meetings were fast-tracked to the HEQC Meeting in December 2013.

[6] New applications, with regard to Private Higher Education Institutions, refers to all new applications for accreditation submitted during the indicated reporting period, and for which payment has been received.

Table 1: New Applications received per NQF level

NQF Level	Number of Applications: Private Providers	Number of Applications: Public Providers
Level 5	9	1
Level 6	8	1
Level 7	10	11
Level 8	3	23
Level 9	0	3
Level 10	0	0
TOTAL	**30**	**39**

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	1	
Architecture and the Built Environment		
Visual and Performing Arts	4	1
Business, Economics and Management Studies	10	8
Communication, Journalism and Related Studies		1
Computer Science and Information Sciences	5	1
Education	5	3
Engineering		
Health Professions and Related Clinical Sciences	4	19
Family Ecology and Consumer Sciences		
Languages, Linguistics and Literature		
Law		
Life Sciences	1	
Physical Sciences		4
Mathematics and Statistics		
Military Sciences		
Philosophy, Religion and Theology		
Psychology		
Public Management and Services		2
Social Sciences		
TOTAL	**30**	**39**

4.4.2 Summary of HEQC decisions

Of the 108 submissions that the Directorate completed processing in this quarter, recommendations on two programmes were deferred pending the receipt of additional information requested and will be tabled at a future HEQC meeting. The HEQC also considered submissions for new / relocated sites of delivery and conditions met. A summary of the decisions by the HEQC is contained in Table 3 below:

Table 3: Summary of HEQC decisions

	TOTAL
HEQC meetings (including policy meetings)	**2**
Total number of programmes for accreditation[7]	108
Programmes accredited	38
Programmes accredited (with conditions)	27
Programmes not accredited	41
Decisions deferred	2
New / relocated site of delivery[8]	18
Total number of sites of delivery visited [9]	5
Total number of programmes for Re-Accreditation	41
Programmes re-accredited	5
Programmes re-accredited (with recommendations)	16
Programmes not re-accredited	3
Programmes with accreditation status extended	17
Total number of programmes HEQSF aligned	748
Programmes HEQSF-aligned and deemed accredited	748
Programmes re-categorised	0

4.4.3 Re-accreditation

The Accreditation Directorate completed the initial processing of all programmes and Self-evaluation reports submitted by the private higher education institutions scheduled for re-accreditation 2013. In addition, one institution scheduled for re-accreditation of its programmes in 2012 that did not submit the necessary documentation had its programmes processed, and the re-accreditation of programmes from an agricultural college deferred from the 2011 re-accreditation cycle was completed. A number of programmes have been deferred pending submission of an improvement plan and a site visit to determine institutional capacity to continue offering higher education. These submissions will be processed in the next quarter and may continue into the next financial year.

4.4.4 HEQSF aligned programmes

During this quarter, the Accreditation Directorate has brought to a close the re-alignment of Category A programmes, that is, those requiring only minimal technical changes. To date the Accreditation Directorate has received all final corrections from institutions for all Category A programmes submitted. In addition, the Directorate has received and finalised the processing of all Doctoral programmes, with the exception of Unisa, which had not finalised its submission. After receiving a number of appeals from institutions regarding programmes omitted from previous submission periods, the Directorate has permitted a final submission of all outstanding applications for Category A, B and C, and will begin to finalise processing the outstanding Category A

[7] 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.

[8] This figure refers to all individual applications for new or relocated sites of delivery. It does not include applications for extension of offering to existing sites of delivery. This figure is not included in the total number of programmes for accreditation.

[9] This figure refers to the number of sites visited for reasons including new applications for accreditation, conditions met, representations, deferrals, re-accreditation and complaints. This figure is not included in the total number of programmes for accreditation.

programmes in the final quarter. The Directorate has also successfully piloted, launched and begun training on the Category B submission process. A second training session is planned for the next quarter. A joint Communique with the DHET and SAQA on the re-alignment process has been finalised and will be distributed in January 2014.

4.4.5 HEQC-online and HEQSF-online Systems Development

Development of the HEQSF-online with regard to the Category B submissions continues and will include the evaluation and outcomes elements of the module. Future developments on the HEQC-Online system will include a number of updates related to site visits, conditions, recommendation writing and reporting functionalities.

4.5 National Reviews

4.5.1 Bachelor of Social Work

The national review of the Bachelor of Social Work is progressing as planned. All the site-visits have been completed and post-site visit phase, which involves preparing draft reports, including recommendations, is currently underway. The draft reports and recommendations will be considered by the National Reviews Committee prior to submission to institution for their response. Thereafter the reports will serve before the HEQC for a final decision. It is anticipated that the process will be completed in in mid-2014.

4.5.2 Follow up to the review of teacher education programmes

In this quarter, the Directorate continued the follow-up process on outstanding progress reports for the education programmes accredited with conditions.

The table below indicates the status of the remaining programmes from the review of teacher education programmes.

NO	INSTITUTION	PROGRAMME	RESPONSES
1	Durban University of Technology	M.Ed & D.Tech (Education)	The two outstanding M.Ed students graduated in September 2013. The programme is closed.
2	Central University of Technology	M.Ed (Educational Management)	The two pipeline students were allocated new supervisors after the resignation of the first one and are expected to complete at the end of November 2013. This will followed up in early 2014.
3	Tshwane University of Technology	M Tech (Education)	One student has completed and will be graduating in April 2014. The Directorate will follow up in 2014 regarding the remaining student.
4	University of Limpopo	M.Ed (Management)	The 4 remaining students in the programme are now accommodated in the Department of Educational Studies. The Directorate has written to the institution requesting a progress report.
5	University of	M.Ed	There is one remaining student expected to

	Zululand	(Management)	graduate in 2014.
		B.Ed	The HEQC reviewed the progress report of February 2013 and agreed that the status of this programme be discussed with the DHET.
		PGCE	The two remaining students are expected to graduate in 2014.

4.6 Institutional Audits

4.6.1 The Quality Enhancement Project

As indicated in 2.1.2 above, the draft *Framework for Institutional Quality Enhancement in the Second Period of Quality Assurance* was approved by the HEQC on 4 December 2013 and the Council on 5 December 2013. Final editorial revisions will be made to the document in January 2014, after which it will be published. The QEP will be launched on 27 February 2014.

The approval of the draft Framework by the HEQC and Council was preceded by a final consultation meeting on 12 November with DVCs Academic and Teaching and Learning from all 23 public HEIs. There was universal support for the focus of the QEP and agreement that the process outlined was doable and not unduly onerous. The meeting was satisfied that there had been sufficient consultation during the year, and a number of DVCs expressed a sense of urgency in addressing the problem of increasing student success. The DVCs therefore supported the launch of the QEP in early 2014. A high level of commitment to the project was expressed, including to the participation of DVCs as co-leaders of the project at a national level.

Furthermore, a meeting was held on 21 November with representatives of the two associations of private HE providers. There was strong support for the QEP and a clear desire for private HEIs to be involved. It was agreed that further meetings would be held in 2014 in order to develop an appropriate process for the involvement of private HEIs in the QEP.

4.6.2 Ongoing activities from the First Cycle

The Directorate continues to carry out activities related to institutional audits that have not yet been closed. The IAC held an extended meeting on 22 October in order to allow time to discuss both the QEP and outstanding progress reports from the first cycle. The IAC's recommendations as approved by the HEQC are outlined below:

- Cape Peninsula University of Technology – audit closed.
- Mangosuthu University of Technology – progress report due on 28 March 2014.
- North West University – progress report received in December and will be processed in early 2014.
- University of Limpopo – decision deferred pending clarification on the process for the unbundling of the Medunsa campus and the implications of this for the submission of a progress report.
- University of South Africa – additional information requested.
- University of Venda – additional information requested.
- University of Zululand – submission of progress reports temporarily suspended to enable the university to address the shortcomings identified in the audit process as part of its overall restructuring process.

- Walter Sisulu University - submission of progress reports temporarily suspended to enable the university to address the shortcomings identified in the audit process as part of its overall restructuring process.

4.6.3 Institutional Audit Committee

Two members of the Institutional Audit Committee (IAC), Dr Ngoato Takalo and Prof John Duncan, completed their second and final terms of office in December. They will be replaced as from January 2014 by Prof Renuka Vithal from the University of KwaZulu Natal and Prof Tinyiko Maluleke from the University of Johannesburg. As the first cycle of audits comes to an end and the Quality Enhancement Project begins, the terms of reference of the IAC will be changed to reflect it new role in providing oversight of the QEP.

5. STANDARDS DEVELOPMENT

In this quarter the Directorate continued to facilitate the development of the Bachelor of Social Work (BSW) and Master of Business Administration (MBA) pilot standards statements. The draft standards statements were referred by the Directorate back to the expert groups for clarification, comment and further work. The process of standard development is iterative, requiring several rounds of enquiry and reworking of the draft statement before an agreed standard statement is published for public comment, approval and registration. Standards development follow-up workshops for the BSW and MBA were held on November 7 and 20 respectively in this regard. The purpose of the these workshops was to provide an opportunity for the experts groups to engage in further discussions and redraft the standards statements based on comments received from the initial drafts. The next round of workshops for MBA and BSW have already been scheduled for March 12 and 26 2014 respectively.

Following consultation with the South African Law Deans Association (SALDA) regarding the development of a pilot standard for the Bachelor of Law degree (LLB), a two-day workshop was held on October 15-16 2013. The workshop covered, among other issues, the process of development of a qualification standard and identifying the distinct characteristics of an LLB degree. There was significant progress made and initial steps were taken in drafting a standard statement, which will consequently require a number of iterations by the working group, before being published for comment and input from other interest groups prior to CHE approval and publication. A follow-up workshop is scheduled for March 19 2014.

As indicated in the previous report, the Directorate continues to engage with various professional associations and bodies to explore prospects of expanding the pilot project to include more fields of study and qualification types. In this regard, the Directorate was invited to attend a National Lotteries Board (NLB) stakeholders meeting on 17 October. The NLB is in the process of registering a professional body which will be responsible for quality assurance and compliance requirements of the grant-funding sector. The CHE has been requested to provide guidance and clarity on the standards development process and identification of potential key stakeholder groups.

6. CORPORATE SERVICES

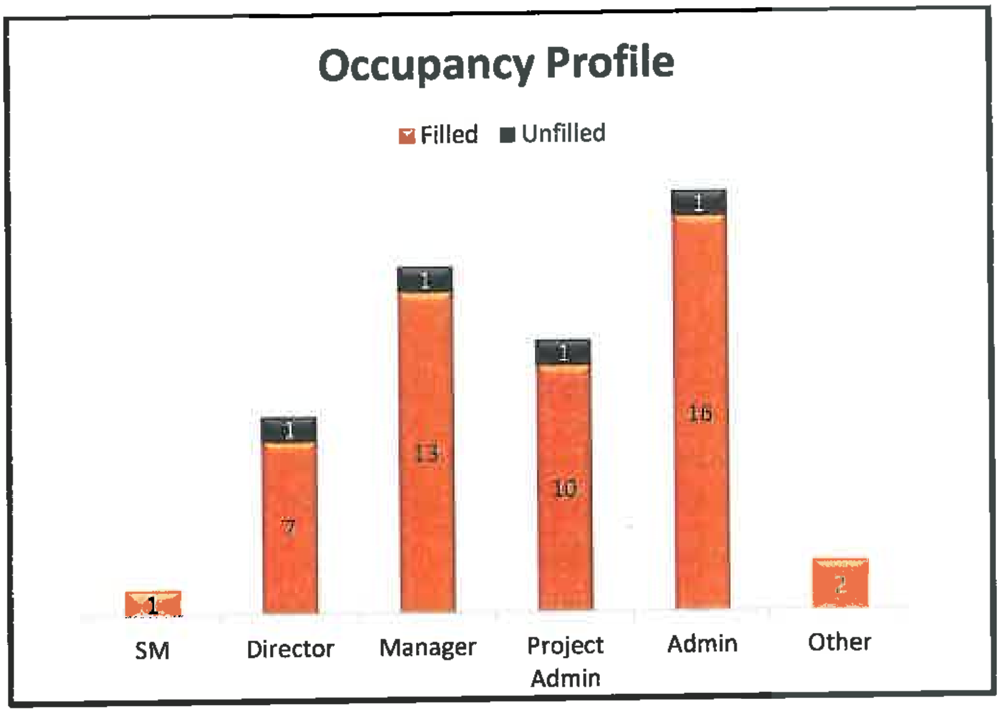
6.1 HUMAN RESOURCES

6.1.1 Employment Profile

There has been a steady improvement in filling of vacant posts. As illustrated below, of the 53 posts on the organisational structure, 49 are filled and 4 are vacant. Pursuant to the interviews held in September 2013 for the Director: Quality Assurance & Promotion Coordination post, no suitable candidate was identified. The CEO with the assistance of the Council is currently headhunting for a suitable candidate. The Research Manager: Institutional Audits commenced in November 2013 and it is anticipated that the filling of the Director position will be finalised at the end of the financial year.

This is depicted in the following graphs:

	Oct	Nov	Dec
Filled	48	49	49
Hiring	0	1	0
Attrition	0	0	0
Vacancy	5	4	4

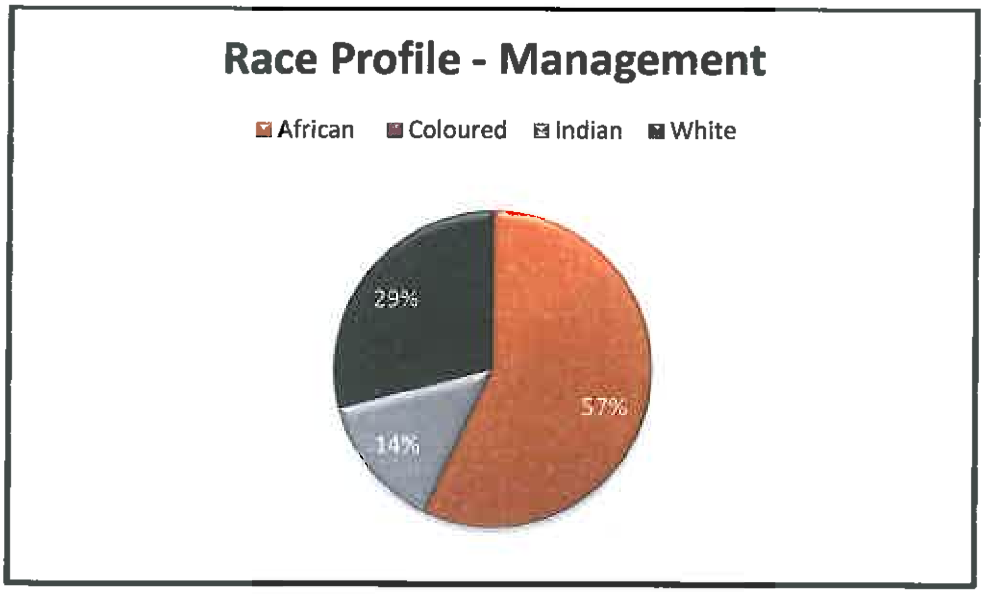


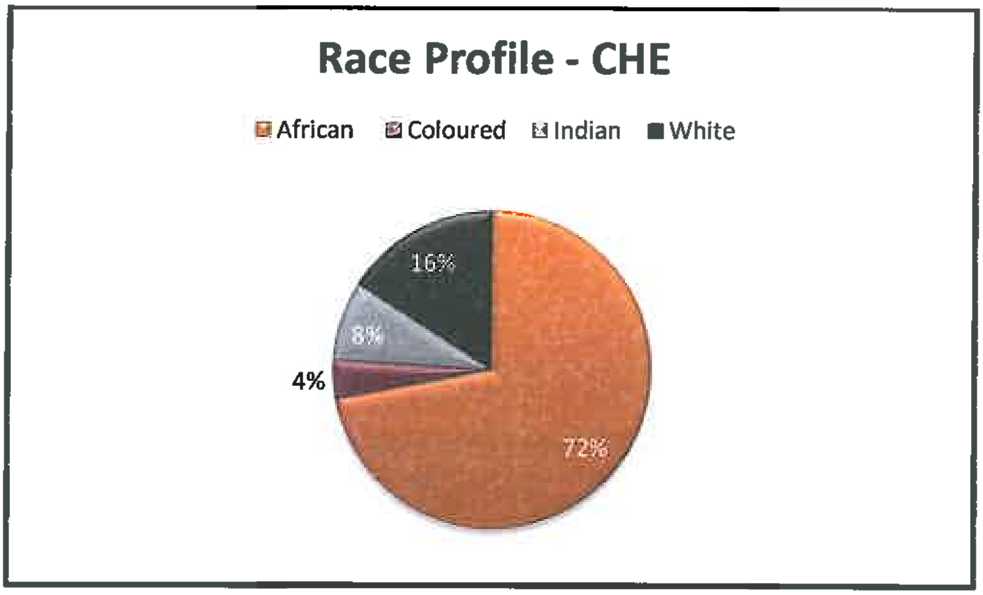
6.1.2 Employment Equity Profile

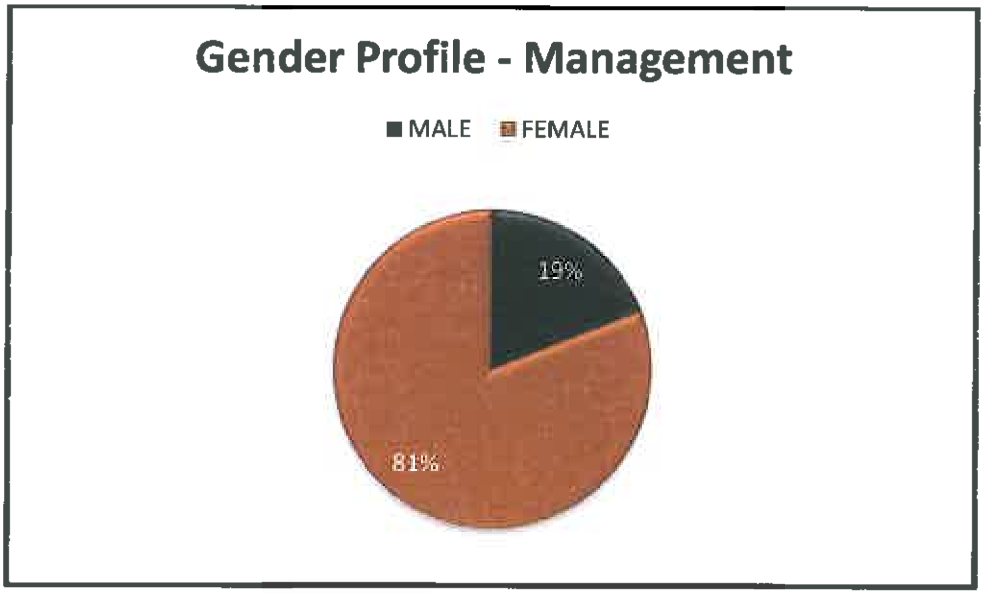
The overall profile in terms of race and gender is 72% African, 4% Coloured, 8% Indian, 16% White and 76% female and 24 % male compared to the national economically active population of 74.9 %, 10.8%, and 3% and 11.3% respectively. The profile at management level is 57% African, 0% Coloured, 14% Indian, 29% White and 19 % male and 81 % female. The majority of employees at the CHE are females who constitute 76% of the workforce against a national average of EAP of 45.2%.

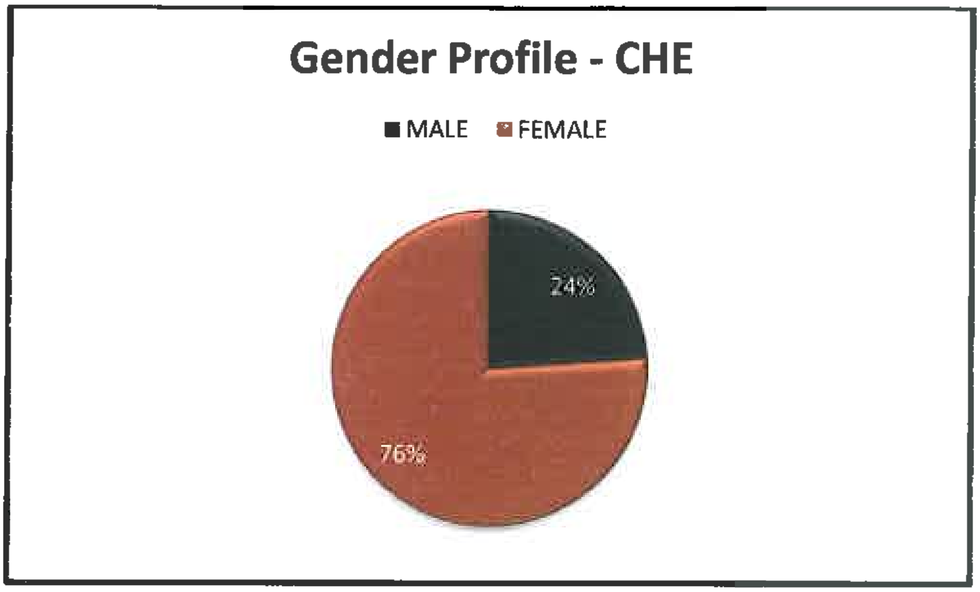
The lack of representation of male employees, Africans at management level and people with disabilities remains a challenge. To address this, a comprehensive employment equity strategy and plan that articulates the CHE's commitment to employment equity principles has been developed.

This will ultimately ensure that the CHE's workforce reflects the nationally active population of South Africa across all occupational levels. This is depicted in the following graphs:


Race Profile - Management
African
Coloured
Indian
White
29%
14%
57%


Race Profile - CHE
African
Coloured
Indian
White
16%
8%
4%
72%


Gender Profile - Management
MALE
FEMALE
19%
81%



6.2 FINANCE AND SUPPLY CHAIN

6.2.1 Tenders

The following tenders were awarded during this quarter:

- Provision of travel management services
- Provision of Internal Audit Services.

6.2.2 Internal and External Audit

The internal audit reports on Human Resources Management and Payroll Review were finalised and tabled at the Audit and Risk Management Committee. The Audit and Risk Management Committee tracks progress on addressing the findings through the report that management tables at each Audit and Risk Management Committee.

Internal Audit commenced with the audit of the Predetermined Objectives and the follow up audit on previous audit findings by the Auditor General and Internal Auditors. The final report will be tabled at the next Audit and Risk Management Committee, which is scheduled for 21 January 2014.

7. PERFORMANCE INDICATORS

NON-FINANCIAL PERFORMANCE PLAN INDICATORS: 2013/14

Strategic Objective	Programme	Performance Indicator	2012 - 2013	2013 – 2014 - Third Quarter: 1 October 2013 – 31 December 2013					
			Audited output	Annual target 1 April – 30 March 2014	3rd Quarter Target 1 October – 31 December 2013	Cumulative Total First, second and third quarter 1 April – 31 December 2013	3rd quarter Actual Output 1 October – 31 December 2013	Challenges	Evidence / Comment
Advising the Minister on any aspect of higher education in line with section 5 of the Higher Education Act (Act No 101 of 1997), as amended.	Advise the Minister at his request or on Council's own initiative	Number of responses to requests for advice	0	100%	100% of requests received	3	0		The number responses cannot be predetermined as it is dependent on the number of requests received from the Minister.
		Number of pieces of advice on own initiative.	1	1	0	0	0	No advice was initiated in the third quarter.	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.
Monitoring the state of higher education	Research projects	Production of performance indicators report (on-going projects).	1	1	0	0	0		Performance indicators to assess the state of the higher education system.
		Projects in progress.	2	2	2	2	2		Governance Challenges in Public Higher Education **Student Governance at Public Higher Education Institutions**
		Projects initiated.	1	2	0	2	2		Both the 20-year review of higher education and the reflections on academic leadership projects were initiated in the first quarter.
	Dissemination of research findings	Number of publications.	4	2	0	2	1		VitalStats 2011

Strategic Objective	Programme	Performance indicator	2012 - 2013	2013 – 2014 - Third Quarter: 1 October 2013 – 31 December 2013					
			Audited output	**Annual target** **1 April – 30 March 2014**	**3rd Quarter Target** **1 October – 31 December 2013**	**Cumulative Total** **First, second and third quarter 1 April – 31 December 2013**	**3rd quarter Actual Output** **1 October – 31 December 2013**	**Challenges**	**Evidence / Comment**
Development and management of HEQSF	Alignment of existing programmes with the HEQSF	Total number of programmes to be assessed and realigned	100% 2519 assessed 320 received	100% of initial processing of category B's for Group 1 institutions	100% of programmes submitted	1 316 Category A programmes	748 submissions assessed 418 new submissions	Finalising processing of Doctoral programmes	Processing of Category B was delayed due to a delay with processing of Doctorates and late submission of Category A programmes from some institutions.
Development, registration and publication of qualification standards	Development of qualification standards	Consultation on models.	2	1	0	0	0	The consultative workshop will take place after the pilot phase.	
		Pilots for development of standards	2	10 (6QTV; 4 FS)	3	3	3(3QTV; 3FS)		The pilot phase, during which the Draft Statements are developed, will continue until 2014/15. 1. Bachelor of Social Work (Draft 2) 2. Master of Business Administration (Draft 2) 3. Bachelor of Laws (Draft 1)
NLRD Database	Collecting data from private institutions	Number of private providers that will be contributing to the HEQCIS database.	81%	75% of service providers	0	87%	87% (cycle ended December)	The changing number of private providers, in particular, small providers with limited capacity, makes it difficult to obtain full compliance.	HEQCIS quarterly report

Strategic Objective	Programme	Performance indicator	2012 - 2013	2013 – 2014 - Third Quarter: 1 October 2013 – 31 December 2013					
			Audited output	Annual target 1 April – 30 March 2014	3rd Quarter Target 1 October – 31 December 2013	Cumulative Total First, second and third quarter 1 April – 31 December 2013	3rd quarter Actual Output 1 October – 31 December 2013	Challenges	Evidence / Comment
Auditing institutional quality assurance mechanisms	Analyse and approve institutional improvement plans and progress reports based on recommendations made in audit report	Monitoring of improvement plans and progress reports	4	100% monitoring of all improvement plans and progress reports received	0	2	1	Of the five progress reports received and vetted by the IAC, only 1 could be approved. Two institutions need to submit further information. One institution, the University of Zululand, has just emerged from a period of administration and is not yet able to satisfactorily address the recommendations in the audit report. The fifth institution, the University of Limpopo will be discussed by the HEQC in February 2014 in the light of the imminent unbundling.	Institutional Audit Committee minutes. It is anticipated that the implementation of the first cycle of institutional audits improvement plans will be completed by 2014/15.
	Development of framework for institutional quality enhancement of teaching and learning.	Framework for institutional quality enhancement of teaching and learning developed	n/a	1	0	1	1		The framework was approved by the HEQC on 4 December and the Council on 5 December. These decisions are recorded in the minutes of the meetings.
	Pilot institutional quality enhancement framework	Pilot quality enhancement framework	n/a	100%	100%	0	0		It was decided to carry out activities to build support for, and facilitate understanding of, the Quality Enhancement Project, rather than run a pilot. Three regional symposia were held in August. Evidence consists of agenda from meetings and events and registration lists of participants. A meeting with all university DVCs on 12 November at which unanimous support was given for the QEP.

Strategic Objective	Programme	Performance indicator	2012 - 2013	2013 – 2014 - Third Quarter: 1 October 2013 – 31 December 2013					
			Audited output	**Annual target** **1 April – 30 March 2014**	**3rd Quarter Target** **1 October – 31 December 2013**	**Cumulative Total** **First, second and third quarter 1 April – 31 December 2013**	**3rd quarter Actual Output** **1 October – 31 December 2013**	**Challenges**	**Evidence / Comment**
Institutional programme accreditation and re-accreditation	Accreditation of new programmes submitted by public and private higher education institutions	Number of candidacy phase programmes processed and recommended for decision by the HEQC	95% 288 programmes recommended 302 received	~~100% of applications received~~ **Revised target** 75% of applications received	~~100%~~ **Revised target** 75% of applications received	75% 290 recommendations	75% 108 recommendations	The number of applications received varies annually.	Accreditation Committee and HEQC minutes. At the end of October the Minister was requested to approve that the target be reduced from 100% to 75% to more accurately reflect the process, which takes up to six months from date of submission to receipt of an outcome from the HEQC. No response to this request has been received. A correction to the number of recommendations processed in quarter 1 changes the cumulative total from 291 to 290 recommendations. Programmes can be submitted up to 31 March annually.
		Number of new/additional sites of delivery processed including site visits	New/additional sites of delivery 100% - 51 Site visits 100% - 51	~~100% of applications received~~ **Revised target** 75% of applications received	~~100%~~ **Revised target** 75% of applications received	75% 61 sites	75% 23 sites	The number of applications received varies annually.	Accreditation Committee and HEQC minutes. At the end of October the Minister was requested to approve that the target be reduced from 100% to 75% to more accurately reflect the process, which takes up to six months from date of submission to receipt of an outcome from the HEQC. No response to this request has been received. Programmes can be submitted up to 31 March annually

			2012 - 2013	2013 – 2014 - Third Quarter: 1 October 2013 – 31 December 2013					
Strategic Objective	**Programme**	**Performance indicator**	**Audited output**	**Annual target** **1 April – 30 March 2014**	**3rd Quarter Target** **1 October – 31 December 2013**	**Cumulative Total** **First, second and third quarter** **1 April – 31 December 2013**	**3rd quarter Actual Output** **1 October – 31 December 2013**	**Challenges**	**Evidence / Comment**
Institutional programme accreditation and re-accreditation	Re-accreditation of programmes offered by private higher education institutions	Number of programmes recommended for re-accreditation by the HEQC	88% 66 were recommended 75 received	~~100%~~ **Revised target** 75%	~~100%~~ **Revised target** 75% of applications received	75% 82 programmes	75% 41 programmes	The number of programmes to be re-accredited varies annually. Applications for the current re-accreditation cycle are being evaluated and therefore could not be tabled at an Accreditation Committee meeting or HEQC.	Accreditation Committee and HEQC minutes. At the end of October the Minister was requested to approve that the target be reduced from 100% to 75% to more accurately reflect the process, which takes up to six months from date of submission to receipt of an outcome from the HEQC. No response to this request has been received. Decision on 16 programmes have been deferred and will be processed in the next quarter and financial year, where necessary.
National Reviews, i.e. re-accreditation of programmes in specific fields and qualification level	Development and implementation of national reviews	Conducting of national review site visits. Bachelor of Social Work programmes	0	100% of sites where the programme is offered.	100% of those allocated for this period	19	2		Site visit reports.
		Draft reports	0	100% for all institutions reviewed	0	18	18		Draft individual institutional accreditation reports for the Bachelor of Social Work have been finalised. Approved reports will be finalised in 2014/15. Although two site-visits were conducted at the University of Fort Hare Alice and East London campuses, only 1 draft report was prepared.
Quality promotion and capacity-building	Training of evaluators for programme accreditation and re-accreditation	Number of training workshops for evaluators	1	1	0	3	1		Workshop documentation HEQSF Category B End-users Workshop, 27 November 2013.

Strategic Objective	Programme	Performance indicator	2012 - 2013	2013 – 2014 - Third Quarter: 1 October 2013 – 31 December 2013					
			Audited output	**Annual target** **1 April – 30 March 2014**	**3rd Quarter Target** **1 October – 31 December 2013**	**Cumulative Total** **First, second and third quarter** **1 April – 31 December 2013**	**3rd quarter Actual Output** **1 October – 31 December 2013**	**Challenges**	**Evidence / Comment**
	Training of evaluators for national reviews	Number of training workshops for evaluators	n/a	1	0	2	0		Workshop documentation
	Quality assurance forums for public and private institutions and professional bodies	Number of forums	6	3	0	1	1		A private providers' forum was held on 29 October and the public providers and professional bodies' forums will be held in March 2013.
	HELTASA / CHE Awards Project	Annual awards	5	5	5	5	5		Awards presented at the annual HELTASA Conference on 28 November 2013. Five awards and six commendations were given out.
Human resources management and development	Skills Development Plan	Development and implementation of the Skills Plan.	57%	100% implementation of the plan.	40% implementation	44.3% (147)	22,3% (75)	Training currently experiencing challenges as far as the release of employees are concerned, due to various interventions organisation wide. Group training scheduled for the 4th quarter (slight decrease in the amount of work) in other directorates. This will cover interventions like EQ, Diversity Management and Organisational culture.	Training attended Implementation of the training plan. In the absence of a Skills module on the VIP that should have assisted with the calculation of training costs as a percentage of labour costs, ROI as well as the fact that the CHE is exempted from the Skill's levy bill. It has been a daunting challenge to calculate this in line with the requirements of the Skills Development act. The calculation of training has been reviewed to provide a holistic view of the process. **Q1** should have been 0.3%, **Q2** - 2.90%, **Q3**- 22, 3%.

Strategic Objective	Programme	Performance indicator	2012 - 2013	2013 – 2014 - Third Quarter: 1 October 2013 – 31 December 2013					
			Audited output	**Annual target** **1 April – 30 March 2014**	**3rd Quarter Target** **1 October – 31 December 2013**	**Cumulative Total** **First, second and third quarter 1 April – 31 December 2013**	**3rd quarter Actual Output** **1 October – 31 December 2013**	**Challenges**	**Evidence / Comment**
	Recruitment and retention strategy	Filling of all vacant positions, including reduced turnaround time – maximum three months.	100%	95% of vacancies filled	25 % vacancies filled	85% (10) vacancies filled.	20 % (1) vacancy filled.	Steady improvement compared to last year, this period.	The CHE staff complement from January- March was 54. Council approved changes to the organogram at their 20 June 2013 meeting to 53. April –June statistics should have read 4 appointments (36%), July- September should have read 5 appointments (29%).
	Achieve organisational growth and sustainability	Functioning performance management system	n/a	100% of performance contract signed	100% of performance contract signed	100%	100% (49)	n/a	Annual KPA Agreements concluded and signed by all staff as soon as they commence. Continuous quality assurance through benchmark and auditing.
	Employment Equity	Implementation of employment equity strategy and plan	100%	25% Implementation of the EE plan	5% Implementation of the EE plan	19.5%	2% (1 African female @ management level)	Challenges in attracting both males and people with disabilities	EE monitored on a regular basis.
Supply Chain Management system maintained and improved	Establishing BEE procurement targets for the organization	Development of CHE BEE procurement targets	n/a	50%	10%	15%	0	The drafting of the targets has not yet commenced. Discussions were held with the unit, and the drafting of the procurement targets should commence in the fourth quarter.	
Supply Chain Management system maintained and improved	Contracts Management	Develop Key Supplier Management Tool	n/a	30%	10%	100%	85%		The supplier evaluation forms have been developed and are sent to the directorates at the end of contracts. The contract register has been updated and sends expiry notifications to project owners three months before the expiry of contracts.

CHE QUARTERLY EXPENDITURE REPORT FOR 2013/14

SUMMARY	TOTAL BUDGET	ACTUAL (Q1)	ACTUAL (Q2)	ACTUAL (Q3)	YTD (ACTUAL)	Exp vs Budget	PROJECTION (Q4)	PROJECTED EXPENDITURE / REVENUE	PROJECTED (OVER) / UNDER SPENDING
INCOME									
DHET Grant	41 888 000	10 472 000	10 472 000	10 472 000	31 416 000	75%	10 472 000	41 888 000	-
Private Accreditation	1 641 000	836 000	1 615 458	979 425	3 430 883	209%	1 297 441	4 728 324	(3 087 324)
Interest Income	525 000	217 897	216 067	186 908	620 872	118%	200 000	820 872	(295 872)
Other Income	-	36 780	30 855	-	67 635	100%		67 635	(67 635)
Realisation of Deffered Tranfer-STD	2 178 670	339 242	407 655	301 459	1 048 356	48%	375 000	1 423 356	755 314
Roll Over Funds for Committed expenditure	13 854 000		13 854 000		13 854 000	100%		13 854 000	-
Total Income	**60 086 670**	**11 901 919**	**26 596 035**	**11 939 792**	**50 437 746**	**84%**	**12 344 441**	**62 782 187**	**(2 695 517)**
EXPENDITURE									
Goods & Services	32 030 670	6 072 272	4 704 371	7 172 493	17 949 136	56%	5 284 242	23 233 378	8 797 292
Personnel	26 096 000	5 291 292	5 886 565	5 971 192	17 149 049	66%	6 611 409	23 760 458	2 335 542
Capex	1 960 000	164 482	323 236	101 053	588 771	30%	1 500 000	2 088 771	(128 771)
Total expenditure	**60 086 670**	**11 528 046**	**10 914 172**	**13 244 738**	**35 686 957**	**59%**	**13 395 651**	**49 082 608**	**11 004 062**
INCOME LESS EXPENDITURE	**-**	**373 873**	**15 681 863**	**(1 304 947)**	**14 750 789**		**(1 051 210)**	**13 699 579**	**(13 699 579)**

CHE

BUDGET ALLOCATION PER OPERATIONAL LEVEL

ACCOUNT	Annual Budget	ACTUAL (Q1)	ACTUAL (Q2)	ACTUAL (Q3)	EXPENDITURE TO DATE	Exp vs Budget
001 - CEO's Office	4 352 784	616 131	529 753	964 331	2 110 215	48%
002 - SUPPORT SERVICES	16 513 216	4 288 598	4 183 316	5 377 507	13 849 421	84%
003 - MONITORING & EVALUATION	7 614 000	983 241	850 171	1 185 396	3 018 808	40%
004 - ED : QA	5 745 000	312 057	253 392	567 764	1 133 212	20%
006 - INSTITUTIONAL AUDITS	5 206 000	673 689	834 700	885 087	2 393 475	46%
007 - ACCREDITATION	13 386 000	3 594 853	2 676 104	2 809 505	9 080 461	68%
008 - NATIONAL REVIEWS	4 121 000	720 236	1 179 081	1 153 689	3 053 006	74%
009 - STANDARD DEVELOPMENT	3 148 000	339 242	407 655	301 459	1 048 356	33%
TOTAL	**60 086 000**	**11 528 046**	**10 914 172**	**13 244 738**	**35 686 956**	59%

BUDGET ALLOCATION PER MANDATE AREA

MANDATE AREA	Annual Budget	ACTUAL (Q1)	ACTUAL (Q2)	ACTUAL (Q3)	EXPENDITURE TO DATE	Exp vs Budget
ADMINISTRATION	20 866 000	4 904 729	4 713 069	6 341 838	15 959 636	76%
ADVICE & MONITORING	7 614 000	983 241	850 171	1 185 396	3 018 808	40%
QUALITY ASSURANCE	28 458 000	5 300 834	4 943 276	5 416 045	15 660 155	55%
STANDARDS DEVELOPMENT	3 148 000	339 242	407 655	301 459	1 048 356	33%
TOTAL	**60 086 000**	**11 528 046**	**10 914 172**	**13 244 738**	**35 686 956**	59%

DETAILED QUARTERLY EXPENDITURE REPORT

	Notes	Total Budget 2013/2014	1st Quarter 01/04/2013 - 30/06/2013	2nd Quarter 01/07/2013 - 30/09/2013	3rd Quarter 01/10/2013 - 31/12/2013	Total 2013/2014	Exp vs Budget
		R	R	R		R	%
INCOME SOURCES		**60 086 670**	**11 901 918.92**	**26 596 034.99**	**11 939 792.00**	**50 437 746**	**84%**
DHET - Government grant		41 888 000	10 472 000	10 472 000	10 472 000	31 416 000	75%
Realisation of Deferred transfer -Standards		2 178 670	339 242	407 655	301 459	1 048 356	0%
Private Accreditation - Cost Recovery		1 641 000	836 000	1 615 458	979 425	3 430 883	209%
Interest Income		525 000	217 897	216 067	186 908	620 872	118%
Other Income			36 780	30 855		67 635	0%
Roll over cash surplus for commited expenditure		13 854 000		13 854 000		13 854 000	0%
TOTAL EXPENDITURE		**60 086 670**	**11 528 046**	**10 914 172**	**13 244 738**	**35 686 956**	**59%**
ACCOMMODATION	*1*	*3 327 912*	*326 510*	*208 866*	*193 835*	*729 211*	*22%*
AIR TRAVEL	*2*	*5 330 355*	*562 055*	*560 520*	*409 695*	*1 532 270*	*29%*
CAR HIRE		*472 548*	*2 761*	*43 326*	*55 771*	*101 859*	*22%*
PARKING AND TOLLGATES		*44 952*			*160*	*160*	*0%*
ROAD TRAVEL		*208 318*	*12 416*	*85 247*	*99 477*	*197 141*	*95%*
SERVICE FEES		*186 544*	*2 244*	*44 426*	*36 024*	*82 694*	*44%*
SUBSISTENCE		*52 061*	*6 179*	*30 425*	*23 275*	*59 879*	*115%*
CONSULTANCY	*3*	*8 173 066*	*2 998 907*	*1 035 567*	*1 922 688*	*5 957 162*	*73%*
ADMINISTRATION	*4*	*3 438 354*	*425 535*	*122 879*	*490 116*	*1 038 529*	*30%*
REGISTRATION FEES		*50 000*	*5 394*	*4 231*		*9 625*	*19%*
VENUE AND CATERING	*5*	*781 535*	*66 944*	*77 565*	*126 573*	*271 083*	*35%*
CONSUMABLES		*150 000*	*26 102*	*44 980*	*924*	*72 006*	*48%*
HONORARIUMS	*6*	*770 205*	*52 500*		*150 000*	*202 500*	*26%*
OTHER CORPORATE EXPENSES		*1 628 167*	*294 344*	*782 119*	*302 045*	*1 378 508*	*85%*
MEDIA & RESOURCES		*296 838*	*2 986*	*12 995*	*159 736*	*175 717*	*59%*
INFORMATION SYSTEMS	*7*	*3 466 300*	*793 214*	*1 212 103*	*963 526*	*2 968 843*	*86%*
BUILDING & UTILITIES	*8*	*3 653 516*	*494 179*	*439 122*	*2 238 646*	*3 171 947*	*87%*
PERSONNEL	*9*	*26 096 000*	*5 291 292*	*5 886 565*	*5 971 192*	*17 149 049*	*66%*
FINANCE LEASE		*150 000*	*60 286*	*72 658*	*34 833*	*167 777*	*112%*
CAPEX	*10*	*1 810 000*	*104 196*	*250 577*	*66 222*	*420 996*	*23%*
INCOME LESS EXPENDITURE		**0**	**373 873**	**15 681 863**	**(1 304 946)**	**14 750 790**	

NOTES TO DETAILED EXPENDITURE REPORT

Note	
1 - 2	Accommodation and Travel expenses are under budget due to delayed projects in Directorates. such as M&E commencing the latter part of the year. The savings are however still expected with only 3 months left before the financial year end.
3	Consultancy costs are in line with the budget.
4	Included in Administration expenses are Printing, Stationery, Photocopying, Telephone, Cellphones and 3G costs. The under expendinture is mainly due to the delay in the printing of the Vital stats and the QEP framework. These publication will be printed and distributed in the fourth quarter. There are expected savings due to a reduction in telephone costs.
5	The underspending is due to the delays in projects. Most of the expenditure will be incurred in the fourth quarter, e.g. the 20 year review task team meeting and the launch of the Quality enhancement project.
6	Honorariums are under budget although more honorariums are expected to be issued before the end of the financial year.
7	IT costs continues to be high with the maintenance of the HEQC online systems as well as developments of new website i.e., National Reviews online system.
8	The spending is as per the plan. A major project was undertaken (costing R1m) for underground water leakages in the basement. The rest of the costs are normal Building related costs such as Building maintenance, Cleaning services, Water and Electricity, Rates,Security, Garden services etc. All the funds will be utilised by the end of the financial year.
9	The underspending on Personnel costs is due to vacant posts during the financial year. There is a projected saving at the end of the year.
10	New Telephones systems has been acquired as well as renovation of office space and the combined costs is expected to be around R2m to be finalised in the 4th quarter.

COUNCIL ON HIGHER EDUCATION

PUBLIC ENTITY (Schedule 3A)

THE PUBLIC FINANCE MANAGEMENT ACT, 1999

and

THE TREASURY REGULATIONS

COMPLIANCE CERTIFICATE FOR

THIRD QUARTER ENDED 31 DECEMBER 2013

CORPORATE MANAGEMENT

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	COMMENTS
1	49	Accounting Authority	In terms of section 49(3) the relevant treasury, in exceptional circumstances, may approve that a functionary other than the board or CEO be the AA of the public entity. In this regard, has the Auditor-General been informed in writing of any such approval or instruction?			✔	
2	TR 27.3.1	Chief Financial Officer	In the case of a 3A or 3C public entity, has a chief financial officer been appointed to head the finance division?	✔			
3	56(1)	Delegations of Authority	Have the powers entrusted or delegated to the accounting authority been delegated to other officials within the public entity?	✔			
4	51(1)(a)(i)	Internal Control	Does the public entity have an effective, efficient and transparent system of financial and risk management and internal control?	✔			
	51(1)(a)(ii)		Does the public entity have 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?	✔			Yes - Outsourced.
	TR 27.1.1		Is the audit committee a sub-committee of the accounting authority?	✔			
	77(a)		Does the audit committee consist of at least 3 persons?	✔			
	77(b)		Does the audit committee meet at least twice a year?	✔			
	TR 27.1.6		Does the audit committee operate in terms of a written terms of reference?	✔			
	TR 27.1.6		Are the terms of reference reviewed at least annually to ensure its relevance?	✔			
	27.1.8		Does the audit committee review the following: • The effectiveness of internal control systems; • The effectiveness of internal audit; • The 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 to management and other users of such information • Any accounting and auditing concerns identified as a result of internal and external audits • The entity's compliance with legal and regulatory provisions • The activities of the internal audit function, including its annual work programme, co-ordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations; and • Where relevant, the independence objectivity of the external auditors.	✔			
	TR 27.1.10(a)		Does the audit committee report and make recommendations to the accounting authority?	✔			
	TR 27.1.13		Does the audit committee meet annually with the Auditor-General or external auditor to ensure that there are no unresolved issues of concern?	✔			
	TR 27.2.1		• Are risk assessments conducted regularly to identify the public entity's emerging risks? • Does the public entity have a risk management strategy (including a fraud prevention plan) to direct internal audit effort and priority and to determine the skills required of managers and staff to improve controls and to manage these risks? • If there is a risk management strategy, is it communicated to all employees?	✔			
	TR 27.2.5		Are the purpose, authority and responsibility of the internal audit function defined in an audit charter?	✔			
	TR 27.2.6		Is internal audit conducted in accordance with standards set by the Institute of Internal Auditors?	✔			
	TR 27.2.7		• Has the internal audit function prepared a three year strategic internal audit plan based on the risks facing the public entity? • Does the internal audit function report to the audit committee detailing its performance against the plan?	✔			

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	COMMENTS
	TR 27.2.10		Does the internal audit function evaluate the following: • The information systems environment; • The reliability and integrity of financial and operational information; • The effectiveness of operations; • Safeguarding of assets; and • Compliance with laws, regulations and controls	✔			
5	51(e)	Financial Misconduct	Have effective and appropriate disciplinary steps been taken against any employee of the public entity who has: • Contravened or failed to comply with a provision of the PFMA • Committed an act which undermined the financial management and internal control system of the public entity • Made or permitted irregular or fruitless and wasteful expenditure			✔	No financial misconduct took place in the public entity during this period.
	86(2)		Has the accounting authority been found guilty of an offence or is there any investigation pending relating to the wilful or negligent failure to comply with the provisions of sections 50, 51 or 55?		✔		
	TR 33.1.1		Have any employees of the public entity committed financial misconduct?		✔		
	TR 33.1.2		If so, was the investigation instituted within 30 days?			✔	No financial misconduct took place in the public entity during this period
	TR 33.2.1		Is the Executive Authority, Auditor-General and relevant treasury advised if any criminal charges that have been laid against persons for financial misconduct?			✔	No financial misconduct took place in the public entity during this period
	TR 33.3.1		Is the Executive Authority, Auditor-General and relevant treasury provided with a schedule detailing: • The outcome of any disciplinary hearings and/or criminal charges; • The names and ranks of employees involved; and • The sanctions and any further actions taken against these employees.			✔	No financial misconduct took place in the public entity during this period

PLANNING AND BUDGETING

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	COMMENTS
1	52	Annual budget, corporate plan and shareholder's compact by Schedule 2 public entities and government business enterprises	Did the accounting authority submit the following to the relevant treasury and to the accounting officer of the department at least one month before the start of the public entity's financial year: • a projection of revenue, expenditure and borrowings for the financial year in the prescribed format; and • a corporate plan in the prescribed format covering the affairs of that public entity or business enterprise for the following three financial years, and if it has subsidiaries, also the affairs of the subsidiaries.			✔	Schedule 3A public entity.
	TR 29.1.1		Does the corporate plan include the following: • strategic objectives and outcomes identified and agreed upon by the executive authority in the shareholder's compact; • strategic and business initiatives as embodied in business function strategies; • key performance measures and indicators for assessing the entity's • performance in delivering the desired outcomes and objectives; • a risk management plan; • a fraud prevention plan; • a materiality/significant framework, referred to in Treasury Regulation 28.1.5; • a financial plan addressing – (i) revenue, expenditure and borrowings; (ii) asset and liability management; (iii) cash flow projections; (iv) capital expenditure programmes; and (v) dividend policies			✔	Schedule 3A public entity

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	COMMENTS
	TR 29.2.		Does the public entity conclude a shareholder's compact with the executive authority on an annual basis? If yes, does the shareholders compact document the mandated key performance measures and indicators to be attained as agreed between the accounting authority and the executive authority?			✔	Schedule 3A public entity
2	53(1)	Annual budgets by non-business Schedule 3 public entities	Did the accounting authority submit a budget to the executive authority for his or her approval at least six months prior to the start of the financial year of the department designated by the executive authority?	✔			
	53(2)		Was the budget submitted to the executive authority via the accounting officer of the department designated by the executive authority?	✔			
	53(3)		Did the public entity budget for a deficit or accumulate a surplus without approval of the National Treasury?		✔		
	TR 30.1.1		Did the accounting authority submit a proposed strategic plan to the executive authority for his other approval at least six months before the start of the financial year of the department designated by the executive authority?	✔			
	TR 30.1.2		Was the final strategic plan submitted to the executive authority before 1 April?	✔			
	TR 30.1.3		Does the strategic plan: • cover a period of three years; • include objectives and outcomes as identified by the executive authority; • include multi-year projections of revenue and expenditure; • include performance measures and indicators for assessing the public entity's performance in delivering the desired outcomes and objectives; and • include the materiality/significant framework, referred to in Treasury Regulation 28.1.5. • Is the strategic plan updated on an annual basis?	✔			

MANAGEMENT OF WORKING CAPITAL

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	COMMENTS
1	38(1)(j)		Has the public entity submitted a written assurance to the transferring department to the effect that the entity has and maintains effective, efficient and transparent financial management and internal control systems?	✔			
	51(1)		Does the public entity: • have an appropriate procurement and provisioning administration system, which is fair, equitable, transparent, competitive and cost-effective? • have a system for properly evaluating all major capital projects prior to a final decision on the project? • collect all revenue due? • Have mechanisms in place to prevent irregular and fruitless and wasteful expenditure? • Manage available working capital efficiently and economically?	✔			
	TR 29.1.3 TR 29.1.6		Did the public entity submit a corporate plan and borrowing programme to the relevant treasury?(Schedule 2, 3B and 3D entities only) If a borrowing programme was submitted, did it include? • The terms and conditions on which the money was borrowed? • Information on proposed domestic borrowing; • Information on proposed foreign borrowing (national entities) • Short and long term borrowing; • Borrowing in relation to a pre-approved corporate plan • The maturity profile of the debt; • The confirmation of compliance with existing and proposed loan covenants; • Debts guaranteed by the government; • Motivations for government guarantees, if required; and • The executive authority's approval of the borrowing programme, if required by the legislation in terms of which the entity was established.			✔	Schedule 3A public entity
	TR 32.1.1		Did the public entity borrow money for bridging purposes? If yes: • Was approval obtained from the Minister of Finance? • Was the debt repaid within 30 days from the end of the financial year?		✔		The public entity did not borrow money for bridging purposes.

REPORTING

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	COMMENTS
1	TR 26.1.1	Quarterly Reporting	Does the public entity submit information on its actual and projected revenue and expenditure to the designated accounting officer within 30 days from the end of each quarter? (Schedule 3A and 3C entities)	✔			
	TR 26.1.2		Does the public entity report quarterly to the executive authority (via the designated accounting officer) on the extent of compliance with the PFMA and Treasury Regulations? (Schedule 3A and 3C public entities)	✔			
	TR 29.3.1 TR 30.2.1		Has the public entity established procedures to report quarterly to the executive authority in relation to progress made against achieving the targets set out in the strategic and corporate plan?	✔			
2	55	Annual report and financial statements	Did the public entity submit the following to the relevant treasury, executive authority and Auditor-General within 5 months from the end of the financial year: • An annual report on the activities of the public entity during that financial year; • The financial statements for that financial year after the statements have been audited; • The report of the auditors on those statements.	✔			
			Does the public entity's annual report and financial statements 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? Does the annual report and financial statements include: • Any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year; • Any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure; • Any losses recovered or written off; • Any financial assistance received from the state and commitments made by the state on its behalf; • The financial statements of subsidiaries.	✔			
	65		Did the executive authority table the annual report and financial statements within one month after the accounting authority received the audit report? If no, did the executive authority table an explanation in the Legislature setting out the reasons why the annual report and financial statements were not tabled?	✔			
	TR 27.1.7		Does the annual report contain a disclosure to the effect that the audit committee has adopted a formal terms of reference	✔			
	TR 27.1.10		Did the audit committee comment on its evaluation of the public entity's financial statements?	✔			
	TR 28.1.1		Does the financial statements include a report by the accounting authority that discloses the emoluments of all directors and executive members of the public entity and its subsidiaries?	✔			
	TR 28.1.1		If yes, to above, does the disclosure include? • Fees for services as a director or executive member; • Basic salary; • Bonuses and performance related payments; • Sums paid by way of expense allowances; • Contributions made to any pension fund, medical aid, insurance scheme, etc; • Any commission, gain or profit sharing arrangements; • Any share options, including their strike price and period; and • Any other material benefits received.	✔			No commission, gain or profit sharing arrangements or share options.
	TR 28.1.2		Has your public entity adjusted its financial year in accordance with the table in TR 28.1.2	✔			

CASH MANAGEMENT, BANKING AND INVESTMENT

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	COMMENTS
1	51(1)(b)(iii) TR 31.1	Cash Management	Are systems, procedures and processes in place in the public entity to ensure efficient and effective banking and cash management, which includes? • Collecting and banking revenue promptly; • Making payment no earlier than necessary with due regard for efficient, effective and economical programme delivery and the public entity's normal terms for account payments; • Avoiding prepayments for goods and services unless required by the contractual arrangements with the supplier; • Accepting discounts to effect early settlement; • Pursuing debtors with appropriate sensitivity and rigour to ensure that amounts receivable by the public entity are collected and banked promptly; • Accurately forecasting the public entity's cash flow requirements; • Timing the in and out flow of cash; • Recognising the time value of money, i.e. economically, efficiently, and effectively managing cash;	✔			Financial policies have been reviewed and are up to date.
			• Taking any other action that avoids locking up money unnecessarily and inefficiently, such as managing inventories to the optimum level for efficient and effective programme delivery, and selling surplus or under utilised assets; • Performing bank reconciliations at least weekly; • Making regular cash forecasts; and • Alignment of the approved budget with monthly cash flows; • Variance analyses of actual cash flow with the approved budget	✔			Financial policies have been reviewed and are up to date.
2	TR 31.2.1	Banking	Does the public entity submit a list of all its banking accounts to the National Treasury by 31 May of each year?	✔			
3	TR 31.3.1 TR 31.3.2	Investment	Does the public entity have an investment policy? If yes to the above, does the investment policy include the: • selection of counter-parties through credit risk analyses; • establishment of investment limits per institution; • establishment of investment limits per investment instrument; • monitoring of investments against limits; • reassessment of investment policies on a regular basis; • reassessment of counter-party credit risk based on credit ratings; and • reassessment of investment instruments based on liquidity requirements.	✔			Financial policies have been reviewed and are up to date.