

SAQA remains committed to sound management principles as reflected in the King Code of Corporate Practices and Conduct. The Authority ensures that the affairs of the organisation are conducted with openness, integrity, and accountability.

### Composition of the Authority

The Authority comprises the Chairperson, the Executive Officer and 28 other members who direct the affairs of SAQA.

The Second Authority's term of office ended on 26 October 2004. The Minister of Education, in consultation with the Minister of Labour, appointed the Third Authority for a three-year term with effect from 27 October 2004. Twenty of the 28 Authority members are nominated by national stakeholders in education and training, six are appointed at the Ministers' discretion and two are co-opted by the Authority and approved by the Ministers.

### Functions of the Authority

In terms of the SAQA Act (No 58 of 1995), the functions of the Authority are to oversee:

- the development of the NQF by formulating and publishing policies and criteria for the registration of bodies responsible for:
  - establishing education and training standards and qualifications; and
  - accrediting bodies responsible for monitoring and auditing achievements in terms of such standards or qualifications.
- the implementation of the NQF by ensuring the registration, accreditation, and assignment of functions to the bodies referred to above, as well as the registration of national standards and qualifications on the NQF. The Authority must also take steps to ensure that provisions for accreditation are complied with, and that registered standards and qualifications are internationally comparable.

The Authority is also responsible for the adoption of SAQA's Business Plan including its Strategic Plan, and:

- monitors operational performance and management; and
- determines policy and processes to ensure the integrity of the Authority's risk management, internal controls, and communications policy.

In addition, the Authority approves budgets, major contracts and other commitments undertaken by SAQA.

Second Authority



Front row: S Isaacs, S Steenekamp, M Nkomo, K Mockler, S Morotoba  
 Middle Row: A Oberholzer, S Müller, S Mannah, J Cooke, R Omar, K Hall, V Penxa, C Stoltz  
 Last Row: J Samuels, D George, M van Rooyen, S Ori, J Arnesen, B Urban, L Giba, C Lambert

## Second Authority

During the year under review the Second Authority met five (5) times. Attendance by members of the Authority was as follows:

Name	Capacity	Number of meetings attended
Dr M Nkomo	Non-executive - Chairperson	4/5
Mr S Isaacs	Executive member	5/5
Mr D Adler*	Non-executive member	4/5
Ms A Bird*	Non-executive member	0/5
Prof J Cooke	Non-executive member	3/5
Mr D George*	Non-executive member	3/5
Mr L Giba	Non-executive member	3/5
Mr K Hall	Non-executive member	4/5
Prof N Kok*	Non-executive member	3/5
Mr K Lehoko (Resigned 14 April 2004)	Non-executive member	0/1
Mr K Mockler*	Non-executive member	5/5
Ms S Mannah	Non-executive member	2/5
Mr S Morotoba*	Non-executive member	2/5
Ms S Müller	Non-executive member	5/5
Mr D Ndlovu	Non-executive member	0/3
Prof H Nengwekhulu	Non-executive member	1/5
Ms R Omar*	Non-executive member	2/5
Mr S Ori*	Non-executive member	5/5
Ms S Steenekamp*	Non-executive member	3/5
Ms P Tyobeka	Non-executive member	1/5
Ms M van Rooyen	Non-executive member	3/5
Ms A Vieira	Non-executive member	4/5

\*Members of the First Authority, not eligible for nomination as members of the Third Authority

Representivity of the Second Authority as at 26/10/04			
White	47.62%	Male	23.8%
		Female	23.8%
Black	52.38%	Male	38.1%
		Female	14.2%
African	28.57%	Male	23.8%
		Female	4.7%
Coloured	9.52%	Male	9.5%
		Female	0.0%
Indian	14.29%	Male	4.7%
		Female	9.5%

### Third Authority

During the year under review the Third Authority met twice (2). Attendance by members of the Authority was as follows:

Name	Capacity	Number of meetings attended
Prof S Walters	Non-executive Chairperson	2/2
Mr S Isaacs	Executive member	2/2
Prof S Badat	Non-executive member	1/2
*Prof J Cooke	Non-executive member	1/2
Mr E de Klerk	Non-executive member	2/2
Prof R du Pré	Non-executive member	1/2
*Mr L Giba	Non-executive member	1/2
*Mr K Hall	Non-executive member	2/2
Dr P Lolwana	Non-executive member	2/2
Mr A Mabena	Non-executive member	1/2
Ms R Makhubu	Non-executive member	2/2
*Ms S Mannah	Non-executive member	1/2
Ms S Mokhobo-Nomvete	Non-executive member	2/2
Prof W Morrow	Non-executive member	2/2
Mr P Mothiba	Non-executive member	2/2
*Ms S Müller	Non-executive member	2/2
*Mr D Ndlovu	Non-executive member	0/2
*Prof H Nengwekhulu	Non-executive member	1/2
Dr G Niebuhr	Non-executive member	2/2
Mr D Nkosi	Non-executive member	2/2
Dr I Paterson	Non-executive member	1/2
Prof J Pillay	Non-executive member	1/2
Ms R Rajab	Non-executive member	2/2
Mr I Sehoole	Non-executive member	0/2
Mr M Toni	Non-executive member	2/2
*Ms P Tyobeka	Non-executive member	1/2
*Ms M van Rooyen	Non-executive member	2/2
*Ms A Vieira	Non-executive member	2/2
*Members of the Second Authority who also serve on the Third Authority		

Representivity of the Second Authority as at 26/10/04			
White	39.3%	Male	21.4%
		Female	17.9%
Black	60.7%	Male	39.3%
		Female	21.4%
African	39.3%	Male	25.0%
		Female	14.3%
Coloured	7.1%	Male	7.1%
		Female	0.0%
Indian	14.3%	Male	7.1%
		Female	7.1%

## Committees

The **Second Authority** appointed the following committees:

- Executive Committee chaired by Dr Mokubung Nkomo;
- SAQA NSB Committee chaired by Ms Shirley Steenekamp;
- SAQA ETQA Committee chaired by Mr David Adler;
- Finance Committee chaired by Mr Ken Mockler;
- European Union Project Steering Committee chaired by Mr Ken Mockler on behalf of Dr Mokubung Nkomo;
- Audit Committee chaired by Mr Ken Mockler;
- I & IT Committee chaired by Dr Adi Paterson;
- ETQA Appeals Committee chaired by Mr David Adler; and
- Remuneration Committee chaired by Dr Mokubung Nkomo.

The **Third Authority** appointed the following committees:

- Executive Committee chaired by Prof Shirley Walters;
- SAQA NSB Committee chaired by Ms Sue Müller;
- SAQA ETQA Committee chaired by Ms Mariëtta van Rooyen;
- Finance Committee chaired by Ms Anabel Vieira;
- European Union Project Steering Committee chaired by Prof Shirley Walters;
- Audit Committee chaired by Mr Ken Mockler;
- I & IT Committee chaired by Dr Adi Paterson;
- ETQA Appeals Committee chaired by Ms Mariëtta van Rooyen; and
- Remuneration Committee chaired by Prof Shirley Walters.



*M Nkomo - Chairperson  
Second Authority*



*S Walters - Chairperson  
Third Authority*

### Executive Committee (Second Authority)

During the year under review the Second Executive Committee met seven (7) times. Attendance by members of the Executive Committee was as follows:



*A Bird (left) and M Nkomo at the thank you dinner of Second Authority*

Name	Number of meetings attended
Dr M Nkomo (Chairperson)	6/7
Mr S Isaacs (SAQA EO)	7/7
Mr D Adler	6/7
Ms A Bird	0/7
Mr S Morotoba (Alternate to Ms Bird)	0/7
Mr L Giba	5/7
Mr D George (Alternate to Mr Giba)	0/2
Mr K Hall	5/7
Mr K Lehoko (Resigned 14 April 2004)	0/0
Ms P Tyobeka (Alternate to Mr Lehoko)	0/7
Mr K Mockler	6/7
Mr D Ndlovu	0/4
Ms S Steenekamp	6/7
Ms S Müller (Alternate to Ms Steenekamp)	0/1

### Executive Committee (Third Authority)

During the year under review the Third Executive Committee met three (3) times. Attendance by members of the Executive Committee was as follows:

Name	Number of meetings attended
Prof S Walters (Chairperson)	2/3
Mr S Isaacs (SAQA EO)	3/3
Mr L Giba	3/3
Mr E de Klerk (Alternate to Mr Giba)	0/0
Mr K Hall	3/3
Mr A Mabena (Alternate to Mr Hall)	0/0
Mr P Mothiba	2/3
Mr M Toni (Alternate to Mr Mothiba)	1/1
Ms S Müller	3/3
Ms P Tyobeka	0/3
Ms M van Rooyen	3/3
Mr D Nkosi (Alternate to Ms van Rooyen)	0/0
Ms A Vieira	3/3

### SAQA National Standards Bodies Committee (Second Authority)

During the year under review the Second SAQA NSB Committee met ten (10) times. Attendance by members of the SAQA NSB Committee was as follows:



*J Samuels (left),  
S Steenekamp and  
M Nkomo at Second  
Authority thank you dinner*

Name	Number of meetings attended
Ms S Steenekamp (Chairperson)	5/10
Mr D Adler	7/10
Mr K Mockler	8/10
Ms S Müller	9/10
Mr S Ori	10/10

### SAQA National Standards Bodies Committee (Third Authority)

During the year under review the Third SAQA NSB Committee met three (3) times. Attendance by members of the SAQA NSB Committee was as follows:

Name	Number of meetings attended
Ms S Müller (Chairperson)	3/3
Mr E de Klerk	1/3
Mr A Mabena	2/3
Ms R Makhubu	2/3
Dr G Niebuhr	0/3

### SAQA Education and Training Quality Assurance Committee (Second Authority)

During the year under review the Second SAQA ETQA Committee met seven (7) times. Attendance by members of the SAQA ETQA Committee was as follows:

Name	Number of meetings attended
Mr D Adler (Chairperson)	6/7
Mr K Mockler	7/7
Ms S Müller	4/7
Mr R Naidoo (DoL Representative)	4/7
Ms M van Rooyen	5/7

### SAQA Education and Training Quality Assurance Committee (Third Authority)

During the year under review the Third SAQA ETQA Committee met three (3) times. Attendance by members of the SAQA ETQA Committee was as follows:

Name	Number of meetings attended
Ms M van Rooyen (Chairperson)	3/3
Mr D Adler	2/2
Mr E de Klerk	3/3
Prof R du Pré	1/3
Mr K Hall	2/3
Ms R Makhubu	2/3
Mr K Mockler	2/2
Ms S Müller	0/3
Dr G Niebuhr	2/3
Mr D Nkosi	3/3
Ms R Rajab	2/3

### Finance Committee (Second Authority)

During the year under review the Second Finance Committee met four (4) times. Attendance by members of the Finance Committee was as follows:



*S Isaacs (left seated), B Urban, K Mockler and M Nkomo at Second Authority thank you dinner*

Name	Number of meetings attended
Mr K Mockler (Chairperson)	3/4
Mr S Isaacs (SAQA EO)	4/4
Mr D Adler	3/4
Mr S Morotoba	1/4
Ms S Steenekamp	2/4
Ms A Vieira	4/4

### Finance Committee (Third Authority)

During the year under review the Third Finance Committee met once (1). Attendance by members of the Finance Committee was as follows:

Name	Number of meetings attended
Ms A Vieira (Chairperson)	1/1
Mr S Isaacs (SAQA EO)	1/1
Mr E de Klerk	1/1
Mr K Hall	1/1
Ms S Mokhobo-Nomvete	1/1

### Audit Committee (Second Authority)

During the year under review the Second Audit Committee met three (3) times. Attendance by members of the Audit Committee was as follows:

Name	Number of meetings attended
<b>Non-Authority Members</b>	
Mr K Mockler (Chairperson)	3/3
Ms M du Toit	3/3
Mr P White (Alternate to M du Toit) (DoE)	0/0
Mr M Nepfumbada	1/3
Dr G Els	1/3
<b>Non-Executive Authority Members</b>	
Mr D Adler	1/3
Ms S Steenekamp (Alternate to Mr Adler)	0/3
<b>Invitees</b>	
Mr S Isaacs (SAQA EO)	3/3
Office of the Auditor-General	3/3
External Auditors contracted by the Auditor-General (KPMG)	2/3
Representatives of the Internal Auditors (PwC)	3/3

### Audit Committee (Third Authority)

During the year under review the Third Audit Committee met three (3) times. Attendance by members of the Audit Committee was as follows:

Name	Number of meeting attended
<b>Non-Authority Members</b>	
Mr K Mockler (Chairperson)	3/3
Mr D Adler (Co-opted member)	3/3
Ms M du Toit	3/3
Mr P White (Alternate to M du Toit) (DoE)	0/0
Mr M Nepfumbada	1/3
Dr G Els	1/3
<b>Non-Executive Authority Members</b>	
Ms A Vieira	3/3
<b>Invitees</b>	
Mr S Isaacs (SAQA EO)	3/3
Office of the Auditor-General	3/3
External Auditors contracted by the Auditor-General (KPMG)	3/3
Representatives of the Internal Auditors (PwC)	3/3

### European Union Project Steering Committee (Second Authority)

During the year under review the EU Project Steering Committee (EUPSC) met two (2) times. Attendance by members of the EUPSC was as follows:

Name	Number of meetings attended
Mr K Mockler (Chairperson)	2/2
Mr S Isaacs (SAQA EO)	2/2
Mr D Adler	2/2
Mr G Jeppie (DoE Representative)	1/2
Dr B Kramer (EU Representative)	2/2
Vacant (DoL Representative)	
Ms H Williams (EU Project Manager)	2/2

### European Union Project Steering Committee (Third Authority)

During the year under review the EU Project Steering Committee (EUPSC) met once (1). Attendance by members of the EUPSC was as follows:

Name	Number of meetings attended
Prof S Walters (Chairperson)	1/1
Mr S Isaacs (SAQA EO)	1/1
Ms A Vieira	0/1
Mr G Jeppie (DoE Representative)	0/1
Dr B Kramer (EU Representative)	1/1
Mr A Munday (EU Representative)	1/1
Vacant (DoL Representative)	
Ms H Williams (EU Project Manager)	1/1

### ETQA Appeals Committee (Second Authority)

During the year under review the Second Authority ETQA Appeals Committee met once (1). Attendance by members of the ETQA Appeals Committee was as follows:

Name	Number of meetings attended
Mr D Adler (Chairperson)	1/1
Mr K Mockler	1/1
Ms S Müller	1/1
Ms M van Rooyen	1/1

### ETQA Appeals Committee (Third Authority)

During the year under review the Third Authority ETQA Appeals Committee met once (1). Attendance by members of the ETQA Appeals Committee was as follows:

Name	Number of meetings attended
Ms M van Rooyen (Chairperson)	1/1
Mr S Isaacs (SAQA EO)	1/1
Mr K Hall	1/1
Mr D Nkosi	0/1
Mr D Adler	1/1

### Information and Information Technology Committee (Second Authority)

During the year under review the Information and Information Technology (I & IT) Committee met two (2) times. Attendance by members of the I & IT Committee was as follows:

Name	Number of meetings attended
Dr A Paterson (Chairperson)	2/2
Mr S Isaacs (SAQA EO)	2/2
Mr C Lambert	1/1
Ms A Oberholzer	1/2
Ms Y Shapiro	1/2

### Information and Information Technology Committee (Third Authority)

During the year under review the Information and Information Technology Committee met once (1). Attendance by members of the I & IT Committee was as follows:

Name	Number of meetings attended
Dr A Paterson (Chairperson)	1/1
Mr S Isaacs (SAQA EO)	1/1
Mr K Hall	0/1
Prof W Morrow	0/1

### Remuneration Committee (Second Authority)

During the year under review the Remuneration Committee met once (1). Attendance by members of the Remuneration Committee was as follows:

Name	Number of meetings attended
Dr M Nkomo (Chairperson)	1/1
Mr D Adler	1/1
Mr K Mockler	1/1
Ms S Steenekamp	1/1

### Remuneration Committee (Third Authority)

During the year under review the Remuneration Committee did not meet. Members of the Remuneration Committee were appointed as follows:

Name
Prof S Walters (Chairperson)
Ms S Müller
Ms M van Rooyen
Ms A Vieira

The Terms of Reference of the Committees are as follows:

### **Executive Committee**

- Attend to urgent matters between Authority meetings; and
- Monitor the performance of Committees and Management.

### **SAQA National Standards Bodies Committee**

- Review new qualifications and standards to ensure that they comply with SAQA policy; and
- Ensure that National Standards Bodies function effectively and efficiently.

### **SAQA Education and Training Quality Assurance Committee**

- Review the ETQA landscape and recommend strategies to ensure that providers can be accredited;
- Ensure that policy and guidance documents produced are in accordance with SAQA policy;
- Consider applications for ETQA accreditation;
- Review the quality assurance model that is implicit in ETQA Regulations and make recommendations with respect to quality management systems; and
- Assess the performance of ETQAs.

### **Finance Committee**

- Approve financial policies and procedures;
- Monitor financial performance against budgets; and
- Approve proposed budgets for submission to the Executive Committee.

### **Audit Committee**

- Assist the Authority in fulfilling its oversight responsibilities; and
- Review the:
  - Financial reporting process;
  - System of internal control;
  - System to manage risks;
  - Internal and external audit process;
  - Process for monitoring compliance with laws, regulations and the Code of Ethics; and
  - Annual Report, which includes the Annual Financial Statements.

### **Remuneration Committee**

- Appoint the Deputy Executive Officer and Heads of Directorates and determine their remuneration; and
- Make recommendations to the Authority on the appointment and conditions of service of the Executive Officer.

### **Information and Information Technology Committee**

- Review all of SAQA's I & IT policies and procedures, especially in the area of data security and disaster recovery, for audit compliance, effectiveness and efficiency;
- Develop and maintain a financial model for the long-term sustainability of the NQF databases;
- Moderate any research conducted into the commercial options for the National Learners' Records Database (NLRD), and other information for which SAQA is the custodian, and ensure that on-going advocacy for the NLRD is undertaken;
- Ensure that SAQA complies with the Promotion of Access to Information Act, as well as the Protection of Privacy Act and the Electronic Communications and Transactions Act;
- Review the IT and information management landscape, in order to advise SAQA concerning its IT architecture, future planning, purchases and tenders relating to I & IT, as well as concerning I & IT staffing and capacity issues; and
- Ensure both effective and efficient use and compatibility of the NQF's information resources.

### **Appeals Committee**

- Rule whether the Appeals Committee has the jurisdiction to hear an appeal;
- Manage the administration of the appeals process and ensure that appeals are heard timeously; and
- Hear appeals against decisions of the ETQAs and communicate rulings to the parties involved.

### **EU Project Steering Committee**

- Oversee the progress of the EU project (including the approval of workplans) on behalf of SAQA; and
- Ensure that activities are executed in accordance with the approved workplans.

### **Evaluation**

The Authority assesses the duties of all committees and evaluates their performance annually. The Chairpersons of the Authority and the Committees also evaluate each individual committee member's performance annually.

## Management

Management operates through (i) an Executive Management Committee, as well as (ii) a Management Committee.

(i) The Executive Management Committee comprises the Executive Officer (on request or when he wishes to attend), the Deputy Executive Officer and the seven heads of Directorates.

(ii) The Management Committee consists of members of the Executive Management Committee and all Deputy Directors.

The Management Committee develops organisational strategy and policy for consideration by the Authority and ensures that appropriate internal policies, procedures and financial controls are developed and maintained. The Executive Management Committee is responsible for implementation and the day-to-day operations of the organisation. It also ensures that legislation, regulations and procedures are adhered to.

## Internal audit

Due to the nature and size of the staff complement, the Authority considers it inappropriate to establish an in-house internal audit function. However, the Audit Committee monitors the need for the establishment of such a function on a continuous basis. The internal audit function is currently outsourced to a firm of auditors.

## Professional advice

Members of the Authority are entitled to seek professional advice about the affairs of the Authority at the Authority's expense, provided they follow the procedures laid down by the Authority.

## Equity development and employee participation

The Authority is committed to an equity development policy, which is an integral component of the strategic plan.

Members of staff at all levels are encouraged to participate in education and training programmes in order to develop them to their highest level of potential.

The Authority believes that the equity development policy and education and training initiatives will, together, enable individuals with ability and application to develop rewarding careers at SAQA, regardless of race, gender, religious persuasion or disability.

Policies and procedures that are developed at SAQA go through an extensive consultation process with staff as well as the recognised organised labour organisations at SAQA, i.e. the South African Democratic Teachers Union (SADTU) and the SAQA Staff Association.

## Code of Ethics

The Authority has adopted a Code of Ethics applicable to members of the Authority, persons serving on Authority structures and staff. The members of the Authority believe that the ethical standards and the criteria included in the Code are being met.

## Remuneration

The remuneration philosophy of SAQA is to employ persons who have the appropriate ethical attitude and who have the skills required, or who can acquire them reasonably quickly. They are paid market related remuneration, pitched at the 50th percentile. External consultants are used to advise on the application of this philosophy.

## Sustainability

Management policies and practices are designed to ensure appropriate handling of social, transformation, ethical, safety, health and environmental issues. The Authority ensures that in the standards and qualifications it registers on the NQF, these issues are given due weight. Through its quality assurance activities it ensures that providers of education and training are delivering according to those standards.

The Authority has adopted an HIV/AIDS strategy plan and certain policies to address and manage the impact, actual and potential, of the disease on SAQA.

## Procurement equity

Formal procurement policies that take into account the need for black economic empowerment are applied.

## Human Capital

As at 31 March 2005 the employment equity profile of SAQA was as follows:

	PERSONS WITH DISABILITIES	ADMIN CLERKS	SECRETARIES	ADMIN OFFICERS	PERSONAL ASSISTANTS	ASSISTANT DIRECTORS	DEPUTY DIRECTORS	DIRECTORS	DEPUTY EXECUTIVE OFFICER	EXECUTIVE OFFICER	TOTAL	PERCENTAGE	TARGET
NUMBER OF STAFF	0	18	6	3	2	28	11	5	1	1	75	100.0%	
AFRICAN MALE	0	6	1	0	0	9	2	1	0	0	19	25.3%	25.5%
AFRICAN FEMALE	0	5	3	3	1	3	2	0	0	0	17	22.7%	27.6%
COLOURED MALE	0	1	0	0	0	1	1	0	0	1	4	5.3%	6.0%
COLOURED FEMALE	0	2	0	0	0	2	1	0	0	0	5	6.7%	6.5%
INDIAN MALE	0	0	0	0	0	1	0	0	0	0	1	1.3%	2.1%
INDIAN FEMALE	0	0	0	0	0	0	0	0	0	0	0	0.0%	2.3%
WHITE MALE	0	0	0	0	0	3	2	3	0	0	8	10.7%	14.5%
WHITE FEMALE	0	4	2	0	1	9	3	1	1	0	21	28.0%	15.7%
VACANCIES	0	8	2	2	0	4	2	2	0	0	20		
STAFF COMPLEMENT	0	26	8	5	2	32	13	7	1	1	95		

This table represents the composition of staff by race, gender and job level, and indicates the employment equity target to be achieved by SAQA by 31 December 2005. This target is based on paragraph 8.4.2 of the Code of Good Practice (Employment Equity Act 1998), which suggests that the following factors should be considered when developing numerical goals:

- Under-representation of employees, i.e. current staffing;
- The pool of suitably qualified persons, i.e. those who have a level of education at secondary and higher; and
- The expected turnover of employees.

The rationale for this calculation is based on the following:

- The inclusion of factors as suggested in the Employment Equity Act;
- The equal weighting of each of these factors; and
- The flexibility and organisational interpretation that is catered for in the Employment Equity Act.