**Annual Business Plan**

**2018 – 2019**



**Vision**

Globally Reputable Qualifications Authority Empowering People in Namibia.

**Mission**

To Sustain a National Framework that Assures Quality Qualifications.

**Core Values**

Transparency

Integrity

Innovation

Accountability

Excellence

**Strategic Goals**

NQA Growth and Development

Education and Training Quality Assurance Systems Improvement

NQF Development and Implementation

Relationships Management

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# **EXECUTIVE SUMMARY**

The Annual Business Plan 2018/2019 is the Third Phase towards the implementation of the Five-Year Namibia Qualifications Authority (NQA) Strategic Plan (2015-2020).

It serves as a continuation of activities left from Phase 1 (2015/2016) and initiatives identified for Phase 2 (2016/2017), and highlights the “Key Organizational Achievements” realized by the third quarter (Q3) of Phase 2.

The Plan sets a clear direction for NQA’s operations over the next 12 months (1 April 2018 – 31 March 2019). It maps out the “organizational scorecard” for the Authority and describes how it will work together with its shareholder, customers, stakeholders, partners and other service providers to fully implement the Strategic Initiatives to be implemented in 2018/2019.

The values and professional approach that underpin NQA’s work in achieving key goals and objectives are also defined in the Plan.

This Plan serves as a direct input to the Annual Departmental and Individual Performance Agreements, hence it helps the NQA to ensure that every staff member knows what needs to be done and coordinates their efforts when getting it done.

The legal framework and guiding principles of the Namibian Government were taken into consideration. This Annual Business Plan is aligned to deliver on the expected outcomes of amongst others:

* The Namibian Constitution
* Vision 2030 document
* National Development Plans
* SDGs UN 2030 Agenda, Africa 2060 Agenda, NDP5
* Harambee Prosperity Plan

# **NAMIBIA QUALIFICATIONS AUTHORITY STRATEGIC ISSUES**

This Plan advances as the strategic guide through which NQA’s role to the development and sustaining a national framework that assures quality qualifications for Namibia can be achieved in 2018/2019. It also focuses on the development and enhancement of capabilities within the NQA for optimal performance and delivery of services.

This embraces the implementation of the following strategic issues outlined in the NQA Strategic Plan 2015-2020:

|  |  |
| --- | --- |
| **STRATEGIC ISSUES** | **BY THIS WE MEAN:** |
| **Partnerships** | * Enhance Relationships through MoU’s Benchmarking with other Quality Assurance Institutions
* Engage Key Stakeholders (customers)
* Provide and get feedback from Partners including Government (in respect of funding and policies support)
* Showcase Positives (with stakeholders)
 |
| **Qualifications Integrity and Quality Assurance** | * Security Features on Qualifications
* Awareness Campaigns
* Registration of Qualifications on NQF and uploaded to the NQFIMS
* Registration of Awards on the NQF and uploaded to the NQFIMS
* Development of Standards for Qualifications
* Accreditations, Audits and Assessments
* Review and update of the Policy on Evaluations
* Fraud prevention
 |
| **Legislation** | * Establish a Committee to review the existing Act and Regulations
* NQA, NTA and NCHE to jointly look at the overlapping functions in their respective Acts
* Make provision in the Act for the criminalization of the production of forged documents
 |
| **Information Communication Technology** | * Effective Communication and Marketing
* Updated Website
* Online Services
* Automation of Business Processes
* Good stakeholder relationship management
* Data Security
* Accessibility of Services
 |
| **Human Resources** | * Employee Engagements
* Skills Audit
* Training and Development of Staff
* Organizational Development (capacity building,

team building, PMS, delegation framework)* Best Company to Work For/Employer of Choice
* HR Policies / Procedures in Place
* Change Management
* Blue Print Structures
* Monitoring and evaluation
 |

# **HIGH LEVEL STATEMENTS**

**The Mandate**

The mandate of the Namibia Qualifications Authority is to exercise and perform the statutory powers, duties and functions in line with the Namibia Qualifications Authority Act Number 29 of 1996 as outlined under subsection title “The objects of the NQA Articles 3 (a) – (j):

1. Set and administer a NQF
2. Be a forum for matters pertaining to qualifications
3. Set up the occupational standards for any occupation, job, post or position an any career structure;
4. Set the curriculum standards required for achieving the occupational standards for a given occupation, job, post or position in a career structure;
5. Promote the development of, and to analyse, benchmarks of acceptable performance norms for any occupation, job, post or position;
6. Accredited persons, institutions and organizations providing education and courses of instruction or training of meeting certain requirements as set out in Section 13;
7. Evaluate and recognize competencies learnt outside formal education;
8. Establish facilities for the collection and dissemination of information in connection with matters pertaining to qualifications
9. Inquire into whether any particular qualification meets the national standards;
10. Advise any person, body, institution, organization or interest group on matters pertaining to qualifications and national standards for qualifications.

# **THE CORE VALUES**

|  |  |
| --- | --- |
| **Core Value** | **By this we mean:** |
| **Transparency** | Be honest about what we do, how we do it and the challenges we face. |
| **Integrity** | Acting ethically, being honest and inspiring trust by saying what we mean, matching our behaviours to our words and taking responsibility for our actions. |
| **Innovation** | Striving to identify client’s needs and through continual innovation we challenge ourselves to meet those needs. |
| **Accountability** | Takes responsibility for our decisions and actions. |
| **Excellence** | We see excellence as a process of continuous improvement, exceeding or living up to client’s expectations. |

# **STRATEGIC GOALS AND OBJECTIVES**

|  |  |
| --- | --- |
| **STRATEGIC GOALS** | **OBJECTIVES** |
| **NQA Growth and Development** | * Review and Align the Organizational Structure to NQA Strategy
* Revenue Growth
* Staff Training & Development
* Effective and Efficient Business Processes
* Corporate Reporting Publications
* Law Reform and Regulations
* Capital Projects
* Enhance Research and Development Activities
 |
| **Education and Training Quality Assurance Systems Improvement** | * Accredit and Re-Accredit the Training/Education Providers and Programmes
* Ensure Training/Education Providers Compliance to Accreditation Standards
* Promote Quality and Understanding of the Role of Quality Assurance
* Ensure Implementation of the RPL Policy
 |
| **NQF Development and Implementation** | * Register/Review Qualifications and Units Standards on the NQF
* Evaluate Qualifications and Ensure Integrity
* Facilitate Articulation of Educational Programmes and Qualifications
* Ensure Setting of Professional Standards for Occupations and Programmes.
* Develop, Implement and Maintain NQFIMS
 |
| **Relationship Management** | * Build Positive Image/Perception of the NQA with Stakeholders
* Build Positive Working Relations with National and International Bodies
* Improve Customer Service
* Establish Study and Career Advisory Services as a Guiding Tool in the Advancement of Lifelong Learning

  |

The Strategic Goals are the key priorities or focus areas in which the NQA must excel. The below mentioned Strategic Goals are the “pillars of excellence.” The Strategic Goals are operationalized through the definition of strategic objectives that describe very specific things the NQA must do well to achieve the Vision, live up to the Mission and deliver Value to customer/stakeholders.

# **ORGANISATIONAL KEY ACHIEVEMENTS – MID 2017/2018**

|  |  |
| --- | --- |
| **STRATEGIC GOALS** | **KEY ACHIEVEMENTS** |
| **NQA Growth and Development** | * Reviewed/Developed Human Resources Policies/Models:
	+ NQA Organizational Structure
	+ Performance Management
	+ Training and Development
	+ Remuneration Strategy & Housing Policies
	+ Job Descriptions.
* Twenty-three (23) Critical Positions to be filled in the 2018/19 Financial Year
* Established Staff Engagement Forum - ‘Conversation with the CEO’ and Teambuilding Interventions which serve as platforms for open dialogue, engagement and sharing of ideas as well as enhancing cohesion among teams.
* Participation in Deloite Best Company to Work For to gain invaluable insights about Staff employment experiences and expectations.
* Secured Additional Land of 1415 square meters (Erf 6338) for NQA House Phase 2 to boost revenue growth and cater to structure revision.
* Re-engineered and Mapped out Business Process for Accreditation and Audits
* Reduced Turnaround Time for:
	+ Accreditation, Re-Accreditation and Expansion from 180 to 120 Working Days
	+ Evaluation of Qualifications from 30 to 15 Working Days
	+ NQF Registration from 180 to 90 Working Days
	+ Service Providers Payment from 30 to 15 Working Days
* Revision of Procurement, Finance, Credit Card and Investment Policies
* Development of ICT Strategy
* Draft NQA Amended Act and revision of Accreditation, Evaluation and NQF Regulations
 |
| **STRATEGIC GOALS** | **KEY ACHIEVEMENTS** |
| Education and Training Quality Assurance Systems Improvement | Conducted a Benchmark Study on Provisional Accreditation, Recommendations to be implemented in FY 2017/18Valuable inputs and lessons learned from Quality Assurance Forums in Botswana and South Africa, which were adopted to improve NQA Quality Assurance Systems. |
| NQF Development and Implementation | National Articulation & Credit Transfer Steering Committee established.Appointment of a consultant for the development of the National Articulation PolicyNQFIMS System completed as per the project plan deliverablesImplementation of Evaluation Automation regardless of System installation teething challengesConducted a Benchmark Study on the Career Advisory Service Centre Recommendations to be implemented in FY 2018/19. |
| Relationship Management | Enhanced NQA visibility through consistent positive media coverage, stakeholder engagement and participation in various Trade Fairs and Career Expos. NQA won Best Corporate Stand and Overall Stand at Namibia Career Expo in May 2016 |

**2018/2019 NAMIBIA QUALIFICATIONS AUTHORITY SCORECARD**

This NQA Annual Plan 2018-2019 is based on the importance that the Government of Namibia has placed upon skills and knowledge to the achievement of its aspirations for the future of the nation.

Government has acknowledged through its Harambee Prosperity Plan (HPP) that the level of skills and knowledge of the whole country (specifically vocational education and training) is becoming a critical measure of the ability of the nation to deal with the challenges ahead in maintaining and sustaining economic and social development of the country.

In 2018/19, NQA Strategic Goals will be achieved by implementing the following projects/activities:

| **Strategic Goal** | **Strategic Objectives** | **Key Performance Indicator** | **Alarm****(Baseline)** | **FY2018/2019****Project/Activity** | **Responsible Section** | **Resources estimates Update** |
| --- | --- | --- | --- | --- | --- | --- |
| **NQA Growth and Development** | Review and Align the Organizational Structure to NQA Strategy | Reviewed, Aligned and Implemented Organizational Structure | NQA Structure approved JD’s, and grading for 10 critical positions done.  | * Implementation of the NQA Organizational Structure: Year 2
* Recruitment: vacancies Year 2 of the HR Plan
* Review/Develop Job Descriptions, Grades and Remuneration System
* Alignment of 2019/20 Budget to the Organizational Structure
* Review/Develop and Implement Job Descriptions, Grades
* Remuneration Strategy as per the Structure
 | Administration | 49 500 000690 000(Programs HR) |
| Revenue Growth | 25% Revenue Growth (pending approval of Accreditation, Evaluation and Verification Fees) | 10% Revenue Growth | * Implementation of approved Accreditation, Evaluation and Verification Fees
* Ensure Collection of Annual Fees from Accredited Providers
* Ensure Charging of Evaluation and Verification Fees
* Accrued Interests
* Explore Alternative Funding (e.g. research collaborations/partnerships)
* Continue with Cost Containment Measures
 | Administration | 5 040 000(Evaluation)450 000(Interest)264 500(AAA fees)47 934 566(GRN funding) |
| Employee Engagement, Training and Development | Skilled, Engaged and Competent Workforce | Reviewed/Approved Policies: Performance Management, Training and Development, Remuneration Strategy & Housing | * Conduct Skills audit
* Roll-out Performance Management System
* Implementation of the Policies: Performance Management, Training and Development, Remuneration Strategy & Housing
* Review of the Disciplinary Procedures
* Develop Skills based on Individual Development Plans
* Implementation of Staff Training & Development Strategy
 | Administration | 2 million(PMS)1.5. million(skills audit)900 000(staff training) |
| Improved Staff Satisfaction Level **75%**  | ‘Conversation with the CEO’ Staff ForumParticipation in and implementation of key recommendations in Deloitte Best Company To Work For 2016 | * Enhance Internal Communication through established Staff Engagement Forums
* Identify and Consider Key Insights and Recommendations from Deloitte Survey to optimize Employees Work Experiences & Organizational Performance
* Introduce and Roll-out Employee Wellness Services
* Ensure timely conclusion of wage negotiations.
 | Administration | 270 000(staff wellness)24 000(OD Sport) |
| Effective and Efficient Business Processes | Reviewed, Aligned and Improved Business Processes | Evaluation of Qualifications Automation on-goingReviewed/Approved ICT Strategy | * Roll-out the ICT Strategy
* NQFIMS Project ongoing as per the project plan
* Re-engineer & Map out Business Processes
* Develop Business Processes Manuals
* Conduct Risk & Compliance Audits
* Implementation of Procurement, Finance, Credit Card and Investment Policies
* ISO9001 (Quality Assurance) Certification
* Review of all policies processes and procedures
 | Administration | 1 million(ICT Roll out)210 270(Software licensing)375 000(ISO) |
| Number of Days Taken to Accredit Education/Training Provider | 120 | Maintain Turnaround Times at 90 Working days while acquiring IT Systems | AAA |  |
| Number of Days Taken to Evaluate Qualifications | 25 | Improve Turnaround Times to 15 Working days | Qualifications |  |
| Number of Days Taken for NQF Registration | 120 | Improve Turnaround Times to 90 Working days | Qualifications |  |
| Number of Days Taken to Pay Service Providers | Less than 10 | Improve Turnaround Times to 10 Working days | Administration |  |
| Number of Days Taken to Complete Recruitment/HR Sourcing Process | 120 | Implement the automated(Skills map) Recruitment Process to achieve at least 60 days Turnaround Time | Administration |  |
| Corporate Reporting Publications | Published and On-Time Corporate Reports | 2017/2018 Corporate Reports produced and published | * Produce FY 2017/2018 Annual Report by Sept 2018
* Produce FY 20172018 Audited Financial Statements by Sept 2018
* Produce and Submit Accountability Reports by May 2018
* Produce and Submit 2018/2019 Annual Business Plan & Budget to Line Ministry by Dec 2018
* Produce Procurement plan and procurement reports
* AA Report annually February 2018
* ASEP plans and review reports bi-annually to MHETI
* Corporate Report on NQA activities to NQA Council bi-annually
 | Administration |  |
| Law Reform and Regulations | Amended and GazettedNQA Act and Regulations | Act and regulations amendments awaiting approval | * Continuous Stakeholders Engagements
* Finalization of the Draft NQA Amended Act
* Finalization of role classification (NTA, NCHE, NQA)
* Implementation of Amended Accreditation, Evaluation and NQF Regulations
* Communicate and Enforce Act Provisions
 | Legal Advisor | 300 000(Law reform)700 000(New Point)20 000(GRN Gazette) |
| Capital Projects | 40% work completed towards NQA House Phase 2 | N$ 37 Million Secured | * Documentation, Tendering
* At least 20% Building Construction completed
 | Administration | 141 million |
| Enhance Research and Development Activities | At least Two (2) Published Research Reports  | 0 | * Commission Research Studies pertinent to NQA
* Benchmark with Other Relevant Quality Assurance Bodies
* Strengthen NQA Staff Research Skills
* Initiate Partnership with Relevant Stakeholders in R&D Sector
* Secure Funding for R&D Activities
 | AAA | 2 million |
| **Education and Training Quality Assurance Systems** | Accredit and Re-Accredit the Training/Education Providers and Programmes | Twenty-five (25) Applications considered by Council for Accreditation, Re-accreditation and Expansion or Non-accreditation | 23 | * Provide Guidance and Support to Applicants
* Document Review in Preparation for Audits/Site Visits/Provisional Accreditation
* Conduct Site Visits/Audits
* Prepare and Present Report for Committees/NQA Council Consideration
 | AAA | 800 000(QA Fees)350 0002million(S&T)100 000(Transport) |

| **Strategic Goal** | **Strategic Objectives** | **Key Performance Indicator** | **Alarm****(Baseline)** | **FY2018/2019****Project/Activity** | **Responsible Section** | **Resources Estimates** |
| --- | --- | --- | --- | --- | --- | --- |
|  | Provisional Accreditation | Five (5) Applications Approved by Council for Provisional Accreditation | 0 (pilot phase) |  |  |  |
|  | Ensure Training/Education Providers Compliance to Accreditation Standards | Fourteen (14) Compliance Audit Reports Compiled and Presented to Council | 4 | * Plan and Conduct General Compliance Monitoring Outside the Normal Scheduled Audits
* Compile and Present Monitoring Reports to Committees/Council
* Analyse Provider’s Annual Reports and Compile Reports to Committees/Council
* Investigate and Prepare Complaints Reports
 |  |  |
|  | Promote Quality and Understanding of the Role of Quality Assurance. | At least Three (3) Quality Assurance Platforms organized | 1 | * Organise Training Workshops for SME’s
* Organise Quality Assurance Forums for Public and Private and Professional Bodies
* Attend Quality Assurance Forums
* Benchmark with Other Quality Assurance Bodies (inside and outside Namibia)
 | AAA | 50 000(projects AAA)110 000(programs including RPL) |
|  | Ensure Implementation of the RPL Policy | RPL Policy Launched and Promoted | RPL Policy in Place | * Launch of the RPL Policy
* Host Information Sessions with Providers on the RPL Policy Implementation
 | AAA |  |
| **NQF Development and Implementation** | Register/Review Qualifications and Units Standards on the NQF | Number (target: 240) of Qualifications Approved by Council for Registration/Re-registration on the NQF | 179 | * Awareness of NQF Registration Criteria
* Provide Guidance and Support to Applicants on NQF Registration
* Re-engineering of the Registration Process
 | Qualifications | 120 000(workshops)360 000(fraud policy & SADC alignment) |
|  |  | Number (target: 380) of Unit Standards Approved by Council for Registrations/Re-registration on the NQF | 190 |  |  |  |
|  | Evaluate Qualifications and Ensure Integrity | 10000 Evaluations Completed Per Annum | 8000 manually | * Benchmark with Other Qualifications Authorities
* Develop and Implement Fraud Detection Policy
* Conduct National Fraud Awareness Campaign
 | QualificationsCommunication | 1 million(automation of evaluations)1 million (digitalization and scanning of evaluations) |
|  | Facilitate Articulation of Educational Programmes and Qualifications | Approved National Articulation Policy | National Articulation & Credit Transfer Steering Committee established Expression of Interest for the Policy Launched  | * Continuation of Stakeholders Engagements
* Research and Benchmark
* Develop the National Articulation Policy
 | Qualifications | 1.5 million(policy and implementation) |
|  | Ensure Setting of Professional Standards for Occupations and Programmes. | At least one (2) Professional Standards endorsed by Council  | 1(mid 2018) | * Provide Technical Assistance
* Engage Professional Bodies
* Ratify Professional Standards
 | Qualifications | 600 000(standard settings) |
|  |  | Approved Occupational Standards | Draft policy in place  | * Establish Standards Setting Bodies (SSB) with Service Level Agreements
* Approved Criteria for Setting of Occupational Standards
* Provide Technical Support
* Facilitate Setting of Occupational Standards
 |  |  |
|  | Develop, Implement and Maintain NQFIMS | Functional NQF IMS | Testing database installed on IMS server  | * Continuation of Stakeholders Engagements
* Solicit Learner Records/ Information from Accredited Education/Training Providers and Other Relevant Stakeholders
* IMS Data Management
* 75% Information on Registered Qualifications, Accredited Institutions Programmes and Learner Achievements Captured onto the System
 | Qualifications | 2 394 607(NQFIMS) |
| **Relationship Management** | Build Positive Image/Perception of the NQA with all Stakeholders | Stakeholder Management Strategy | Stakeholder Perception Survey | * Develop and Implement Stakeholder Management Strategy
* Develop Corporate Social Investment policy
* Intensify NQA Brand Visibility
* Maintain cordial relations with the Labor Union
 | Communication | 1 200 000(Marketing) |
|  | Build Positive Working Relations with National and International Bodies | Leveraged Relationships with Key National/International Partners | Forged Partnerships  | * Identify areas of mutual cooperation and engage Partners
* Participate in Conferences/Forums relevant to Education/Training Sector(SADCQF, AQVN, Articulation, Addis Convention, RPL)
 | Communication | 265 350(subscriptions) |
|  | Improve Customer Service | 60% Customer Satisfaction Level | Approved customer service charter | * Implement customer feedback mechanisms
* Conduct Customer Satisfaction Survey
 | Communication | 600 000(career advisory services) |
|  | Establish Study and Career Advisory Services as a Guiding Tool in the Advancement of Lifelong Learning | Established and Functional Career Advisory Services Centre | Benchmark Visit Report available | * Develop a study and career advisory services Policy
 | Qualifications |  |