

ANNUAL PERFORMANCE PLAN

2025/2026





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i. General Information

Country of incorporation and domicile	Republic of South Africa	Country of incorporation and domicile	Private Bag X1 Plumstead Cape Town 7801
Nature of business and principal activities	<p>The nature of the activities of NSFAS is to provide financial assistance in the form of loans or bursaries to eligible students at Public Universities and Technical and Vocational Education and Training (TVET) colleges, and to administer such loans and bursaries.</p> <p>Following the pronouncement of the bursary funding program by the former President of the Republic of South Africa in December 2017, financial assistance from the Department of Higher Education and Training (and certain other funders) to all eligible students is now in the form of bursaries from the 2018 academic year. For students commencing studies prior to the 2018 academic year, and where financial assistance was provided in the form of loans. In 2024, there was a reintroduction of the loan scheme for the “missing-middle” student.</p>	Bankers	FNB Corporate Bank (Cape Town), a division of FirstRand Bank Limited Standard Bank of South Africa Limited
Accounting Authority	The NSFAS Board will oversee the implementation of the NSFAS in alignment with section 29(1)(b) of the Constitution of the Republic of South Africa, 1996, which guarantees the right to further education. Recognizing that right is progressive, the Board will ensure that financial aid is allocated in a manner that is equitable, transparent and within the reasonable measures and resources available to the state, thereby making education progressively accessible to qualifying students. As per Government Gazette No. 52124, the new NSFAS Board was appointed effective from 01 February 2025.	Auditors	Auditor-General of South Africa
Executive Officer and Board Members	Waseem Carrim (Acting Executive Officer) Dr Karen Stander (Chairperson) Ndileka Eumera Portia Loyilane (Board Member) Richard Tlou Ramashia (Board Member) Adv Lavarandran Nanda GoPaul (Board Member) Philisiwe Sibiya (Board Member) Clarida Elizabeth Simpson (Board Member) Prishka Mahesh (Board Member) Dr Siyanda Mngadi (Board Member) Karabo Mohale (Board Member) Johanna Maphutha (Board Member) Mugwena Maluleke(Board Member) Dr Marcia Socikwa (Board Member)	Website	www.nsfas.org.za
Registered office	18 - 20 Court Road Wynberg Cape Town 7800		
Business address	The Halyard 4 Christiaan Barnard St, Cape Town City Centre Cape Town 8001		

ii. Abbreviation/ Acronyms

AFS	Annual Financial Statements	ISO9000	International Standards on Quality Management
AGSA	Auditor - General of South Africa	IT	Information Technology
AIP	Audit Improvement Plan	KPI	Key Performance Indicator
AOPO	Audit of Predetermined Objectives	LRA	Labour Relations Act
AP	Annual Performance	MEC	Member of the Executive Council
APP	Annual Performance Plan	MoA	Memorandum of Agreement
AR	Annual Report	MoU	Memorandum of Understanding
ARC	Audit And Risk Committee	MTEF	Medium-Term Expenditure Framework
ASB	Accounting Standards Board	MTSF	Medium-Term Strategic Framework
ASISA	Association for Savings and Investment South Africa	MTT	Ministerial Task Team
B-BBEE	Broad-Based Black Economic Empowerment	NBA	NSFAS Bursary Agreement
CAMS	Corporate Access Management Services	NCA	National Credit Act
CACH	Central Application Clearing House	NCOP	National Council of Provinces
CCSO	Chief Corporate Services Officer	NCR	National Credit Regulator
CEO	Chief Executive Officer	NCV	National Certificate (Vocational)
CFO	Chief Financial Officer	NDP	National Development Plan
CGICTAS	Corporate Governance of Information and Communications Technology Assessment Standards	NOCLAR	Non-Compliance to Laws and Regulations
CIO	Chief Information Officer	NSDS	National Skills Development Strategy
COO	Chief Operations Officer	NSF	National Skills Fund
CRO	Chief Risk Officer	NSFAS	National Student Financial Aid Scheme
CSIR	Council for Scientific and Industrial Research	OHSA	Occupational Health and Safety Act
DBE	Department of Basic Education	PACS	Payment and Collection Services
DHET	Department of Higher Education and Training	PAIA	Promotion of Access to Information Act
DMV	Department of Military Veterans	PAJA	Promotion of Administrative Justice Act
DOH	Department of Home Affairs	PCHET	Portfolio Committee on Higher Education and Technology
DOL	Department of Labour	PFMA	Public Finance Management Act
DSD	Department of Social Development	PIC	Public Investment Corporation
DSU	Disability Support Unit	PPP	Public Private Partnerships
ECPG	Eastern Cape Provincial Government	PPPFA	Preferential Procurement Policy Framework Act
EE	Employment Equity	PWD	Persons with Disabilities
EEA	Employment Equity Act	PSET	Post School Education and Training
EES	Employment Engagement Survey	QMS	Quality Management System
EME	Exempted Micro Enterprises	QSE	Qualifying Small Enterprises
EO	Executive Officer	RMA	Rand Mutual Assurance
ESS	Employee Self-Service	SAICA	South African Institute of Chartered Accountants
ETDP	Education, Training and Development Practices	SAMSA	South African Maritime Safety Authority
EXCO	Executive Committee	SAQA	South African Qualifications Authority
EXMA	Executive Management	SARS	South African Revenue Service
FRM	Funder Relationship Management	SCER	Select Committee on Education and Recreation
FTENs	First-Time Entering Students	SCM	Supply Chain Management
GDP	Gross Domestic Product	SCOPA	Standing Committee on Public Accounts
GIP	Graduate Internship Programme	SETA	Sector Education and Training Authority
GM	General Manager	SIEM	Security Information and Event Management
GRAP	General Recognised Accounting Practices	SOP	Standard Operating Procedures
HE	Higher Education	SRC	Student Representative Council
HR	Human Resources	TEFSA	Tertiary Education Fund of South Africa
HRMS	Human Resources Management System	ToR	Terms of Reference
ICT	Information and Communication Technology	TR	Treasury Regulations
		TVET	Technical and Vocational Education and Training
		UIF	Unemployment Insurance Fund



iii. Foreword by the Executive Authority



Dr Nobuhle Nkabane
Minister of Higher Education and Training

It is my privilege to present the 2025/2026 Annual Performance Plan (APP) for the National Student Financial Aid Scheme (NSFAS). This plan marks a critical juncture in our commitment to delivering on the mandate of providing financial support to deserving students, thus contributing to South Africa’s broader socio-economic transformation.

NSFAS remains a cornerstone of our government’s agenda to ensure equitable access to higher education in line with the National Development Plan 2030 Vision, (NDP) and the priorities of the 7th Administration. The plan is also shaped by the basic minimum program of priorities emanating from the newly formed Government of National Unity (GNU) and in particular the commitment to investing in people through education, skills development, and affordable quality of health. NSFAS’s work primarily supports the priority of education and skills development, which is foundational to address poverty, unemployment, and inequality in our country.

The strategic outcomes, outputs, key performance indicators, and targets outlined in this APP have been developed with a firm commitment to contribute towards inclusive growth and job creation, reduce poverty and tackle the high cost of living facing poor communities and the working class, and ultimately building a capable, ethical and development state. We are fully aware of the critical role that NSFAS plays in ensuring that the skills pipeline required to fuel South Africa’s economic recovery remains uninterrupted.

In my 2024 budget vote statement to Parliament, I underscored the critical need to enhance and remodel the governance and administrative structures of the National Student Financial Aid Scheme (NSFAS). This initiative entails the development of robust systems and policies to ensure effective governance and management of NSFAS’s core operational mandate.

The entity must prioritise the eradication of corruption and maladministration within the payment system, strengthen internal controls, and address identified inefficiencies. Additionally, we must resolve data mis-alignments between NSFAS and partner institutions that adversely affect student funding decision-making and payment processes. This effort should also encompass the decentralisation of operations, bringing services closer to students to ensure a student-centric approach. This will help bridge the gap between the entity and the student, enhancing accessibility and responsiveness to their needs.

While significant progress has been made, NSFAS continues to face serious challenges. These include the effective administration of funds, the need for more streamlined processes in application and disbursement and ensuring that the funding model is sustainable over the long term. Rising demands on the system, amid escalating costs of living and tuition fees, add complexity to the work ahead. As we confront these issues, we must ensure that our operations are not only efficient but also ethically sound and student-centred.

This APP reflects a renewed focus on these challenges and on implementing solutions that will not only enhance service delivery but also ensure that NSFAS meets its commitment to the students who rely on it. Central to this is NSFAS’s digital transformation journey, which will improve the student experience and reduce administrative delays, ensuring timely disbursements and communications.

In conclusion, I wish to express my sincere gratitude to the NSFAS leadership and staff for their dedication to ensuring the success of this institution. I also thank our stakeholders, USAF, SAPCO, SATVETSA, SAUS, and the private sector for their ongoing support. Together, we are creating a future where no young person is denied access to higher education due to financial constraints. Our collective efforts will see NSFAS continue to play a pivotal role in building a skilled and capable workforce to drive South Africa’s growth and prosperity.

I look forward to the successful implementation of this plan and to seeing NSFAS strengthen its role as an enabler of education for millions of South Africans.

Dr Nobuhle Nkabane
Minister of Higher Education and Training

iv. Statement by the Chairperson of the Board



Dr Karen Stander
NSFAS Board Chairperson

I am deeply honoured and privileged to present the NSFAS Annual Performance Plan for 2025–2026. This plan marks the first step in implementing our five-year Strategic Plan (2025–2030), firmly within the Post School Education and Training (PSET) sector.

It is a well-known fact that education remains one of the most powerful instruments for breaking the cycle of poverty and uplifting communities. In this regard, NSFAS plays a pivotal role in enabling access to quality education by providing financial support to students from poor and working-class families unlocking the potential of South Africa's future leaders.

While our mandate empowers us to fund the aspirations of the nation's youth, we must also acknowledge a hard truth: NSFAS is operating under conditions of significant distress. As highlighted in several independent investigations, the entity is facing a complex mix of operational inefficiencies, governance gaps, and strained stakeholder relationships. These challenges

are not isolated—they are systemic. The rising demand for higher education and capacity limitations have placed NSFAS under immense pressure to evolve decisively, ethically, and urgently.

This Annual Performance Plan, therefore, also represents the beginning of a turnaround journey. Drawing on the work of Pretorius (2008), we recognise that traditional competitive strategies—such as Porter's generic approaches—are insufficient in times of organisational distress. Instead, we embrace a framework centred on five critical levers: retrenchment of inefficiencies, reorganisation of leadership and systems, forced repositioning of our public value, rebuilding stakeholder relationships, and the recovery of performance.

At the same time, we are guided by the strategic clarity offered by Hambrick and Fredrickson (2005), whose "Strategy Diamond" ensures that our actions are not isolated interventions but part of a coherent strategy in defining our arenas, selecting appropriate vehicles, identifying unique differentiators, staging our actions over time, and clarifying the economic logic of our decisions, guiding NSFAS to move beyond its current distress towards long-term sustainability and impact.

Although NSFAS has access to financial resources—what scholars term resource munificence—this alone is insufficient. Our efforts will fall short without the human, organisational, and technological capabilities to convert these resources into outcomes. The challenge is not funding alone but converting potential into performance. This requires bold decisions informed by evidence and driven by a values-based culture of transparency and accountability.

NSFAS cannot act in isolation. Collaborating with our key partners—USAF, SAPCO, SATVETSA, SAUS—is non-negotiable as part of the broader education ecosystem. These partners are not merely stakeholders; they are co-creators of a transformed, student-focused funding system. We recognise that when disbursements are delayed or processes fail, the impact is felt deeply by universities, TVET colleges, and most importantly, by the students themselves.

At the heart of this turnaround and strategic reimagination lies our boldest aspiration: to shape and support the NSFAS student of the future. This young South African is deeply rooted in the values of dignity, peace, and justice, yet globally minded, entrepreneurial, and ready to thrive in a world of uncertainty. This student is

a creative problem-solver, an ethical leader, and a builder of social dividends yielding returns for themselves and the communities and country that invested in their growth.

Our commitment is to fund more than education we fund trust, talent, and transformation. By adopting an outward mindset, rebuilding public confidence, and working together towards a vision of shared prosperity, NSFAS will help forge a new generation of graduates who are not only employable, but who will create opportunities for others and contribute to a better South Africa.

In this, we are guided by the Preamble of the Constitution of the Republic of South Africa (1996), which calls on us to:

"Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights... Improve the quality of life of all citizens and free the potential of each person... Build a united and democratic South Africa able to take its rightful place as a sovereign state in the family of nations."

The essence of this plan is not only to administer bursaries and loans more effectively but to reimagine the NSFAS of the future. We will base our decisions on facts not assumptions and use real-time data to make agile, sustainable, and responsive choices. Through emerging strategies and responsive governance, we will identify and resolve the inefficiencies, gaps, and misalignments that prevent NSFAS from achieving its full potential.

This is not just about managing a funding system but about transforming it.

Our term as the NSFAS Board spans four years, and we are fully aware of the responsibility and opportunity this window affords. We are not only stewards of an institution; we are custodians of the public trust. The NSFAS we aim to leave behind will be digitally integrated, ethically governed, and strategically aligned with South Africa's development goals. It will be capable, transparent, and accountable, with processes that inspire trust and systems that deliver with precision and compassion. It will be an institution that honours the Constitution, respects every student's dignity, and unlocks future generations' potential.

We will act hard and decisively and call on the entire education and public funding ecosystem from policymakers to institutions, student leaders to partners to stand with us in this turnaround. This is not the task of NSFAS alone; it is a national imperative. Together, we must restore what has been broken, strengthen what is fragile, and build what is missing guided by our shared commitment to justice, dignity, and the transformational power of education.

The journey ahead will not be easy, but it is possible with shared commitment and courageous leadership. I look forward to working closely with the Honourable Minister of Higher Education and Training, Dr Nkabane, my fellow Board members, the Acting CEO, the NSFAS management team, and all our partners across the higher education landscape. Together, we will ensure that every eligible student in South Africa is given a fair and equitable chance to access and succeed in higher education guided by integrity, collaboration, and the pursuit of excellence.

A handwritten signature in black ink, appearing to read 'K Stander', written over a horizontal line.

Dr Karen Stander
NSFAS Board Chairperson

v. Statement by the Acting Chief Executive Officer



Mr Waseem Carrim
Acting Chief Executive Officer

The strategic imperative, the mandate from the Department of Higher Education and Training, and the newly appointed Board’s strategic direction are clear. It includes the following key responsibilities:

- Improving and strengthening the governance and leadership structures of NSFAS, ensuring that they are aligned with best practices for public entities.
 - Reinforcing the institution’s accountability framework, ensuring that all financial aid disbursements and operational expenditures comply with the Public Finance Management Act (PFMA).
 - Addressing systemic inefficiencies, particularly in the disbursement of funds and management of student applications.
 - Prioritising the digital transformation of NSFAS to optimize service delivery and improve student experience.
- Resolving data integration challenges as a matter of urgency, and
 - Ensuring that all necessary partnerships and collaboration with stakeholders are in place to support the management of the application process, funding decisions, and disbursements.

This Annual Performance Plan (APP) is at the heart of our recovery strategy and transformation of NSFAS into a future-fit entity. This plan is also designed to implement and achieve the six outcomes set in our five-year strategic plan and be responsive to the evolving needs of the higher education sector. The APP considers the priorities of the 7th Administration, the Post-School Education and Training (PSET) sector directives, and the imperatives laid out by the Minister of Higher Education and Training.

During my tenure as acting CEO, the following priority areas will be the focus of our efforts:

- **Governance and Accountability:** Strengthening NSFAS’s governance structures is a top priority. We will ensure that sound financial controls, ethical leadership, and effective oversight are restored, providing the necessary foundation for sustainable growth.
- **Operational Efficiency:** Improving the processing of student applications and disbursements will be central to our strategy. The aim is to reduce delays and enhance the overall experience for students, ensuring they receive funding on time and without administrative hurdles.
- **Digital Transformation:** The modernisation of NSFAS systems will drive the entity’s transformation into a more agile and responsive organisation. We are committed to leveraging technology to improve transparency, enhance service delivery, and streamline operations, ensuring that students and institutions receive the support they need more efficiently.
- **Strategic partnership and collaboration:** We are conducting a comprehensive engagement with our partners to strengthen our relations and leverage each other’s support and capacity to implement the entity’s mandate.
- **Regionalisation of NSFAS through a hub-and-spoke model linked to key provinces and institutions.**
- **Safe and Sustainable Student Accommodation.**

The APP is a dynamic document that will allow further strategic reflections in the year and accommodate the generation of innovative ideas gathered from our evidence-based processes and engagements that will be championed by the Board. It is designed to ensure that NSFAS is not only equipped to meet its current

obligations, but also prepared to respond to future challenges, particularly in expanding access to higher education for all South Africans.

I am committed to restoring NSFAS to a position of strength, ensuring that it remains a key contributor to skills development for the youth of our country. Our collective efforts, with the support of the Department of Higher Education and Training, institutions, and all stakeholders, will see NSFAS emerge stronger, more resilient, and better positioned to fulfil its mandate.



Mr Waseem Carrim
Acting Chief Executive Officer

vi. Official Sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of NSFAS under the guidance of Dr Nobuhle Nkabane, Minister of Higher Education and Training.
- Takes into account all relevant policies, legislation, and other mandates for which NSFAS is responsible.
- Accurately reflects the impact and outcomes which NSFAS will endeavour to achieve over the period 2025/26.

Name	Designation	Signature
Mr. Thulani Melula	Acting Chief Information Officer	
Ms. Sibongile Mncwabe	Corporate Services Executive	
Ms Dorothy Mayoli	Risk, Legal and Compliance Executive	
Mr. Errol Makhubele	Chief Operations Officer	
Mr. Lufuno Nematswerani	Human Resources Executive	
Ms. Vuyokazi Mafilika	Strategic Enablement Executive	
Mr. Rodgers Hlatshwayo	Senior Manager: Planning and Performance	
Ms. Luhle Tshangela	Acting Chief Financial Officer	
Mr. Waseem Carrim	Acting Chief Executive Officer	
Dr. Karen Stander	NSFAS Board Chairperson	
Honourable Dr. Nobuhle Nkabane, MP	Minister of Higher Education and Training	



Part A:

Our Mandate



1. Constitutional mandate

(i) The Bill of Rights of the Constitution of the Republic of South Africa, 1996

The Bill of Rights of the Constitution of the Republic of South Africa Act (108 of 1996, as amended) states in section 29 (1): “Everyone has the right... (a) to basic education, including adult basic education; (b) and to further education, which the state, through reasonable measures, must make progressively available and accessible.”

NSFAS contributes to the attainment of the rights described in section 29 by providing financial aid to students from poor and working-class families. NSFAS enables these students to access post-school education, thereby redressing the results of past racially discriminatory laws and practices. The NSFAS mandate includes raising funds for student loans and bursaries and the recovery student loans.

NSFAS’s core objectives are based on the following Constitutional mandate:

(ii) The Constitution of the Republic of South Africa, 1996

NSFAS was established according to the National Student Financial Aid Scheme Act (Act 56 of 1999 as amended) and incorporated TEFSA (Tertiary Education Fund of South Africa) from 1993 to 2000. TEFSA was the primary non-profit company in terms of Section 21 of the Companies Act and ceased to operate in July 2000. All existing loans on the TEFSA books were transferred to NSFAS.

The Constitution of the Republic of South Africa (Act 108 of 1996) also establishes two key bodies that play an oversight role over NSFAS. The Portfolio Committee on Higher Education and Training is established by the rules of the National Assembly as enshrined in section 57(2) (a). The Committee is therefore an extension of the National Assembly and derives its mandate from Parliament.

The Select Committee on Education and Recreation is a committee of the National Council of Provinces (NCOP). One of the functions of this Committee is to monitor the financial and non-financial performance of government departments and their entities to ensure that national objectives are met.

(iii) The NSFAS Act 56 of 1999, as amended, is established to provide the following:

- Allocate funds for loans and bursaries to eligible students;
- Develop criteria and conditions for the granting of bursaries to eligible students in consultation with the Minister of Higher Education, Science and Innovation;
- Raise funds;
- Recover past loans;
- Maintain and analyse a database and undertake research for the better utilisation of financial resources;
- Advising the Minister on matters relating to financial aid for students; and
- Undertaking other functions assigned to it by the NSFAS Act 56 of 1999 as amended or by the Minister.

(iv) Following various ministerial and task team reports over the past few years, the DHET has recognised the need for the NSFAS Act to be reviewed. A task team was put in place to consider the critical changes that need to be made to the Act. These changes had to be in line with key recommendations from the MTT report and the NSFAS practices which evolved over time in response to changing needs within the sector and codified through rules produced by NSFAS.

Following the fee-free education announcement, the Minister of Higher Education and Training published regulations in the (Government Gazette Vol. 631, No. 413901) to the NSFAS Act for public comment which confirms NSFAS’s mandate, in consultation with the Minister (Government Gazette Vol. 634, No. 415542) in that it may determine and revise criteria for eligibility for financial aid and set different eligibility criteria for different forms of financial aid.

The regulations also expand NSFAS’s mandate to include:

- Entering Public/Private Partnerships (PPPs) to enable NSFAS to extend, and/or administer, and/or recover loans granted for financial aid; and
- Making payment of such an amount of the loan or bursary as is not payable to the institution, to the borrower or bursar or the approved service provider for payment to the borrower or bursar.

2. Legislative mandates

Legislative mandate

The legislations outlined below make provision for government planning, monitoring of performance, reporting and evaluation.

(i) Public Service Regulations, 2016

Chapter 3 of the Public Service Regulations provides requirements for the preparation of strategic plans, annual reports and the Service Delivery Improvement Plan. Regulation 25 outlines the requirements for the development of strategic plans and related reporting systems. Regulation 31 makes provision for the development, tabling, and submission of annual reports. Regulation 38 provides the requirements of the Service Delivery Improvement Plans which must be informed by the Strategic Plans.

(ii) The Republic of South Africa (1997) Higher Education Act, No. 101 of 1997 aims to:

- Regulate higher education;
- Provide for the establishment, composition, and functions of a Council on Higher Education;
- Provide for the establishment, governance, and funding of public higher education institutions;
- Provide for the appointment and functions of an independent assessor;
- Provide for the registration of private higher education institutions;
- Provide for quality assurance and quality promotion in higher education; and
- Provide for transitional arrangements and the repeal of certain laws; and to provide for matters connected therewith.

(iii) The Continuing Education and Training Act, No. 16 of 2006 aims to:

- Enable students to acquire-
 - i The necessary knowledge;
 - ii Practical skills; and
 - iii Applied vocational and occupational competence.
- Provide students with the necessary attributes required for:-
 - i Employment
 - ii Entry to a particular vocation, occupation, or trade; or
 - iii Entry into a higher education institution.

The Act applies to all education institutions established or declared as public colleges or registered as private colleges in terms of this Act.

(iv) Public Finance Management Act 1 of 1999

As a public entity, NSFAS is also subject to the Public Finance Management Act (PFMA), Act 1 of 1999, in terms of which NSFAS is listed as a Schedule 3A public entity. The NSFAS Act specifies that the board must manage, govern, and administer NSFAS. The Act requires the board to establish a five-member board executive committee and a board finance committee. NSFAS is listed as a Schedule 3A national public entity in terms of the PFMA. These entities are extensions of a department with the mandate to fulfil a specific economic or social responsibility of government. Boards of public entities have considerable fiduciary responsibility, including the “reasonable protection of the assets and records of the public entity” and prevention of “any prejudice to the financial interests of the state”.

(v) Treasury Regulations, 2005

The Treasury Regulations outline the requirements for the development and submission of strategic plans, as well as related quarterly performance reporting. In addition, National Treasury Note 33 of 2011 regulates the development of Strategic and Annual Performance Plans according to the framework for Strategic Plans and Annual Performance Plans.

(vi) Public Audit Act, 2004 (Act 25 of 2004)

This Act assigns the supreme auditing function to the Auditor-General, which includes the auditing of the administrations of public entities. Audit reports on all entities are tabled in Parliament.

(vii) National Credit Act (Act 34 of 2005)

NSFAS is subject to the National Credit Act (NCA) (Act 34 of 2005), which requires all credit providers to register with the National Credit Regulator (NCR). The NCA prevails over all other legislation dealing with the provision of credit. NSFAS is registered as a credit provider under registration number NCRP 2655.

(viii) National Student Financial Aid Scheme Act, Ac No. 56 of 1999 (NSFAS Act):

Provides for the granting of loans and bursaries to eligible students attending public higher education institutions (HEIs), as well as for the administration of such loans and bursaries. By providing financial assistance to disadvantaged students, the Act aims to contribute to the development of a skilled and educated workforce, which is essential for South Africa’s economic growth and development.

3. Policy mandate**(i) White Paper for Post-School Education and Training (WPPSET)**

The Department of Higher Education and Training introduced the WPPSET in 2014, which sets out a vision for a post-school education system that enriches lives, promotes social justice and overcomes historical inequalities.

The WPPSET provides policy direction and aims to achieve:

- A transformed, non-discriminatory, youth-focused and adult user-friendly PSET system.
- An expanded, diverse, purposefully differentiated, fit-for purpose PSET system
- An articulated PSET system.
- An accessible and successful PSET system.
- A PSET system that is strongly linked to the world of work. To realise this vision, the Minister will approve the NPPSET, which is an Implementation Plan for the WPPSET.

(ii) National Development Plan 2030

The NDP is a long-term vision for the country, which provides a broad strategic framework to guide key government choices and actions and focuses on the critical capabilities needed to transform the economy and society. It regards education, training, and innovation as central to South Africa’s long-term development. Chapter 9 of the NDP focuses on improving education, training and innovation. The PSET system is expected to meet a wide range of education and training needs of our nation, particularly the youth.

(iii) Policy Framework for the Government-Wide Monitoring and Evaluation System (2005)

The framework identifies programme performance information as one of the data terrains underpinning GWME, focusing on information that is collected by government institutions while fulfilling their mandates and implementing government policies.

(iv) Framework for Managing Programme Performance Information (2007)

The framework outlines the key concepts in the design and implementation of management systems to define, collect, report, and use performance information in the public sector. This framework stipulates that performance information is essential to focus the attention of the public and oversight bodies on whether public institutions are delivering value for money, by comparing their performance against their budgets and service delivery plans and to alert managers to areas where corrective measures are required.

4. Institutional policies and strategies over MTEF

The DHET has recently introduced the Comprehensive Student Funding Model to support different categories of students, including those who are currently not covered by the mainstream funding from NSFAS, to access education and training opportunities at South African public institutions. This policy direction is a clear indication that the government is prioritising access to education, especially to those sections of our communities that had no access to post-school education and training in the past.

NSFAS eligibility criteria and conditions for financial aid define the conditions for granting and administering funding to eligible students studying at an institution in South Africa. The policy will continue to provide a consistent and fair approach to assess and determine financial and academic eligibility for new applicants and continuing students.

Whilst the NSFAS has been pivotal in providing financial assistance to deserving students across South Africa, it had a limited understanding of region-specific needs and socio-economic contexts relevant to the students serviced. The centralised nature of NSFAS operations has led to inefficiencies and delays in service delivery. Various stakeholders, including institutions; students’ formations; accommodation providers and other interested parties have made a call on the importance of NSFAS to regionalise its operations and services. The entity will in the next few years explore options to ensure that organisation is accessible to critical stakeholders and consequently improve service delivery.

5. Strategic Approach

NSFAS is not a bank, nor a social welfare agency, nor a debt collector. It is a national public investment vehicle designed to unlock the human potential of South Africa through differentiated, transparent, and accountable funding instruments. We will realign our operations to reflect the three distinct student segments we serve: those who need bursaries, those who require transitional support (the missing middle), and those with historical debt obligations.

6. Value Statement

The value NSFAS seeks to create is not transactional, it is transformational. We exist to enable access to opportunity and economic mobility for every eligible student in South Africa. Through transparent, inclusive, and strategically aligned funding, we will produce a generation of graduates who are not only equipped for the labour market but empowered to shape society. The return on investment is realised in social dividends: reduced inequality, enhanced innovation, and national resilience. Our value lies in delivering more than financial aid—we deliver dignity, potential, and the foundation for shared prosperity.

7. Change Management Considerations

Strategic repositioning without cultural alignment will fail. While the direction is clear, the will to change is not evenly distributed. Resistance from within the organisation—especially at the level of operational leadership—requires deliberate, values-driven change management. Drawing from the principles in Tribal Leadership, real transformation depends on moving organisational culture from self-interest (“what’s in it for me”) to shared purpose (“how do we make this work for the students of South Africa?”). This requires aligning teams behind a higher cause, rewarding collaborative behaviours, and intentionally elevating the language, rituals, and mindset that support the turnaround. Change must not only be led from the top but built from within.

8. NSFAS Strategy Diamond

8.1 Arena:

- **Target Segments:** Poor and working-class students (bursaries), students who do not qualify for bursaries but cannot afford tuition (missing middle), and students with legacy loan debt.
- **Scope of Services:** Funding allocation, disbursement, and student support across all 26 public universities and 50 TVET colleges.
- **Geographic Reach:** National footprint with planned decentralisation to regional centres.
- **Institutional Role:** Repositioned from a transactional funder to a national public investment vehicle enabling social mobility and economic inclusion.

8.2 Vehicles:

- **Direct Disbursement Platforms:** New fintech-enabled student payment systems.
- **Regionalised Service Model:** NSFAS support presence embedded at institutional and provincial level.
- **Data Partnerships:** Integrated, real-time data exchange with DHET, SARS, SASSA, Home Affairs, and institutions.
- **Digital Infrastructure:** New ICT architecture and decentralised dashboards to support performance management and student-centred service delivery.

8.3 Differentiators:

- **Constitutionally Aligned Mandate:** Rooted in justice, access, and transformation.
- **Segmented Model:** Separate instruments and strategies for bursaries, loans, and missing middle—each with clear performance frameworks.
- **Transparency & Trust:** Blockchain-enabled audit trails and open data governance.
- **Strategic Partnerships:** Charter-driven coordination with USAF, SAPCO, SATVETSA, SAUS, and DHET.
- **Human Capital Impact:** NSFAS funds future nation builders—not just students.

8.4 Economic Logic

- **Return on Public Investment:** Long-term social and economic dividends through education funding.
- **Data-Driven Equity:** Targeted, transparent allocation ensures efficiency and fairness.
- **Preventative Funding Model:** Reduction of inequality, poverty, and social exclusion through early-stage investment in education access.
- **Institutional Efficiency:** Savings from fraud prevention, streamlined systems, and decentralised services reinvested into value creation.

9. The strategic partnership

In line with the principle of collective stewardship and whole-system collaboration, this Charter affirms the shared responsibility of the following stakeholders:

- Department of Higher Education and Training (DHET)
- Universities South Africa (USAF)
- South African Public Colleges Organisation (SAPCO)
- South African TVET Student Association (SATVETSA)
- South African Union of Students (SAUS)

The Charter sets out our mutual agreement to:

- Define and honour clear data exchange protocols
- Collaborate on student accommodation, appeals, registration flows, and appeals
- Ensure every decision is informed by evidence, equity, and student experience
- Uphold the values of dignity, inclusion, and access to opportunity for all

We believe this shared vision is rooted in the Preamble of the Constitution, which calls on us to: *“Improve the quality of life of all citizens and free the potential of each person.”*

Together, we will ensure that the student funding system in South Africa becomes a beacon of ethical governance, strategic coherence, and social impact.

NSFAS continues to raise funding from government and the private sector to overcome the imbalances of the past by providing grants to individuals coming from poor and middle-class families in terms of its mandate.

On 19 January 2018, the Government Gazette 41390 (regarding regulations on additional functions assigned to NSFAS) was published to propose changes to the current NSFAS Act and to call for comments on the proposed changes. One of the proposed changes is summarised below:

- NSFAS may enter into agreements (including public private partnerships) to assist it in fulfilling its mandate in terms of extending, administering, and recovering loans granted and financial aid.
- NSFAS could then enter Public Private Partnerships (PPPs) with a variety of entities in the private or public sectors and investigate options to aid other than DHET funding.
- Manage Strategic partnerships and administer student funding bursary programmes on behalf of various entities for increased access to higher education and improved student financial aid environment.

An Administration Fee is levied for the management of third-party programmes, the administrative costs and associated expenses incurred by NSFAS in discharging its obligations is calculated at a rate of two and half to five per cent (2.5 % - 5%) of the total Programme Funds disbursed by NSFAS in terms of all bursary agreements [MOU/MOA].

10. Relevant court rulings

The consequence of access to higher education and training being a Constitutional right, opens NSFAS up to numerous litigious challenges from students (current and prospective), tertiary institutions, and public interest groups. Whilst the organisation takes pride in its noble mandate and intent to fulfil the role (Constitutional obligations), NSFAS operates with a limited budget and part of its business model has dependencies on third-party platforms which have inherent risks and delays. The entity is currently engaged in litigation matters that pose a material legal risk to NSFAS, where:

- The Applicants seek a court order to compel NSFAS to fund students studying towards an LLB, as a second degree. The matter was heard by the Supreme Court of Appeal (SCA), which up-held the NSFAS position. The SCA has granted the Applicants leave to appeal the SCA's decision to the Constitutional Court.
- NSFAS cancelled a bid award to a service provider. The service provider has applied to the Western Cape High Court to compel NSFAS to compensate the service provider for loss of profit as a consequence of the bid cancellation.
- A service provider has applied to the Western Cape High Court to interdict NSFAS's decision to move away from instructing payment partners to affect the payment of allowances to students.
- Due to procurement irregularities in the bid process calling for developers and property investors to develop student accommodation properties through offtake agreements, the erstwhile Board took a decision to abandon the project as well as all ancillary agreements thereto. A third party has issued Summons against NSFAS alleging it was declared successful in its bid for offtake arrangements and suffered financial loss due to NSFAS' decision to abandon the project.



Part B:

Our Strategic Focus



11. Vision

A strategically repositioned public investment institution that enables inclusive, transparent, and accountable student funding in South Africa. NSFAS envisions a future where every eligible student—regardless of background—has equitable access to transformative education supported by ethical governance, digital innovation, and a shared commitment to national development and human potential.

12. Mission

To reposition NSFAS as a transparent, accountable, and student-centred public investment vehicle that unlocks the potential of South Africa’s youth. We aim to deliver differentiated, sustainable, and dignified funding solutions for poor and working-class students, the missing middle, and those with legacy debt—backed by data integrity, ethical governance, and collaborative partnership.

13. Values

Our new and refined values, known as **ARISE**, are the foundation of our organisation and guide everything we do. ARISE stands for **A**ccountability, **R**espect, **I**ntegrity, **S**ocial Justice, and **E**xcellence. Each of these core values reflects our commitment to fostering a positive, ethical, and inclusive environment where every individual feels valued, and our mission can thrive. Together, these principles shape our decisions, our actions, and our dedication to serving our community with the highest standards.

Figure 1: Guiding Principles for a Trustworthy and Innovative Organisation

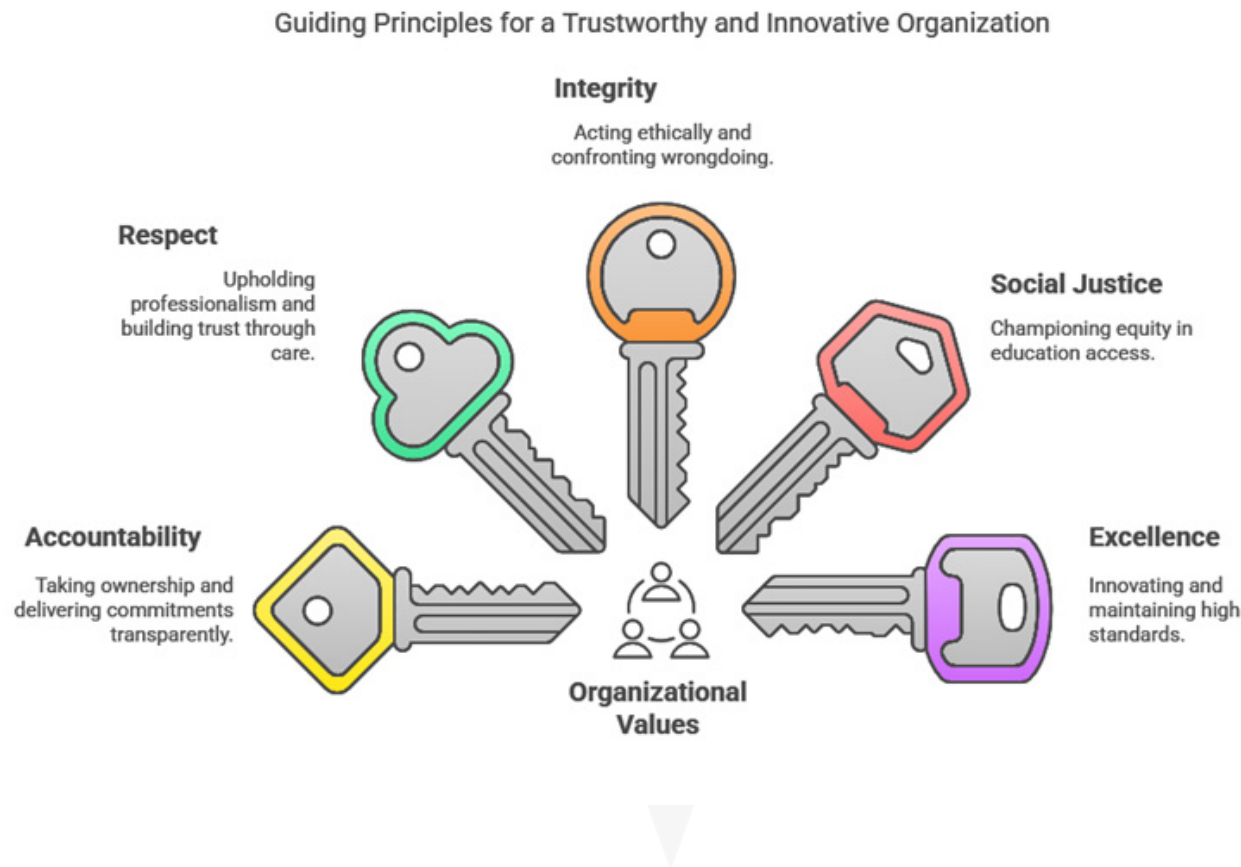


Table 1: Guiding Principles of NSFAS

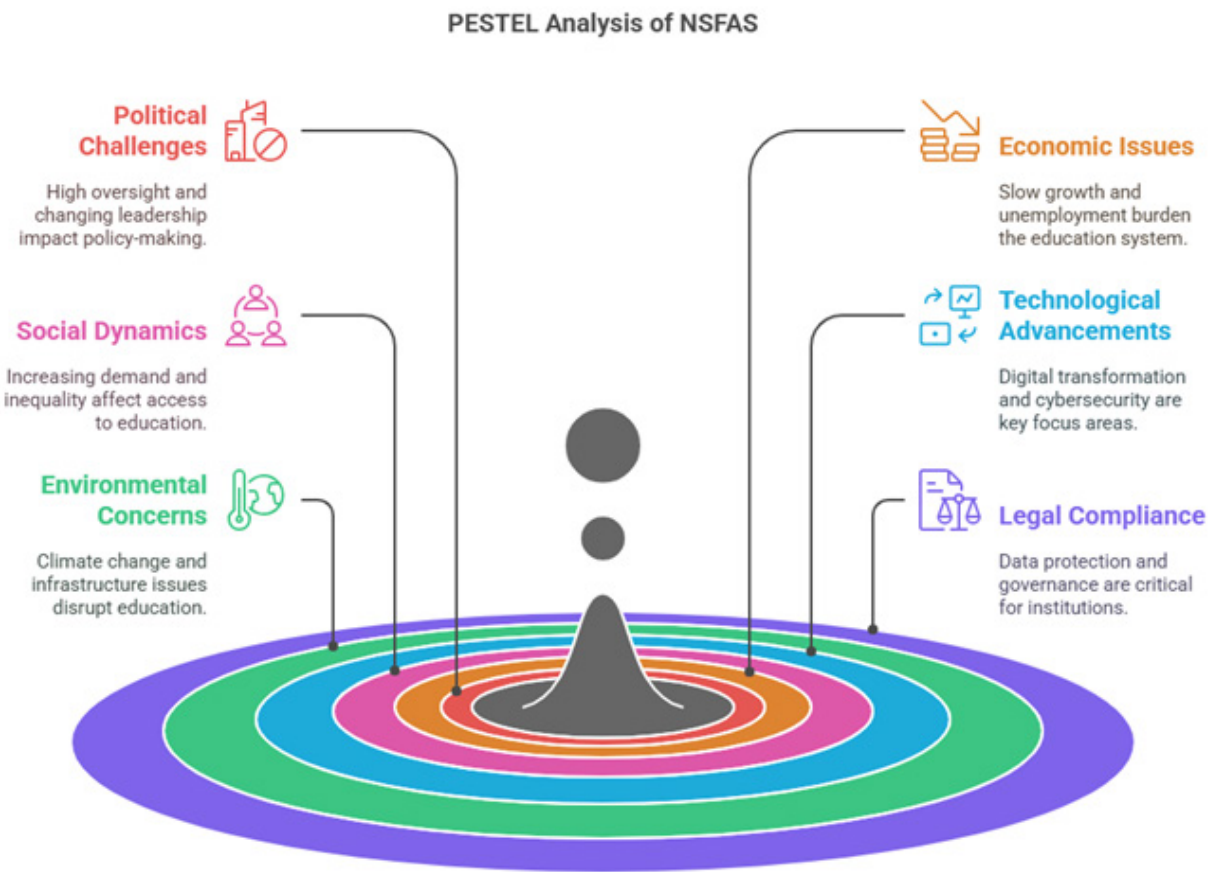
Values (ARISE)	Behaviour (s)
Accountability	We take ownership of our roles, act with transparency, and deliver on our commitments to students, stakeholders, and the Constitution.
Respect	We uphold professionalism and human dignity in every interaction, building trust through care, collegiality, and responsiveness.
Integrity	We act ethically and honestly at all times, confronting wrongdoing and making decisions rooted in the public good.
Social Justice	We champion equity in access to education and ensure our systems reflect the lived realities of South Africa’s diverse student population.
Excellence	We innovate, improve, and execute with rigour—embracing bold change and holding ourselves to the highest standards in everything we do.

14. Situational analysis

14.1 PESTAL Analysis

NSFAS must therefore not only recover and reform but also evolve as a driver of inclusive, technology-enabled, and globally informed education financing.

Figure 2: PESTEL Analysis of NSFAS



14.2 Political

The transition to the 7th administration under the Government of Unity has ushered in a new era in the South African state's management and operational framework. The model emphasises a unified strategic vision across political parties guided by the key principles outlined in the strategic intent document which aims to promote an inclusive and equitable governance structure that addresses historical divides and builds a stable foundation for future democratic governance. The foundational principles of the GNU highlight the significance of accountability, transparency and community participation in government; the virtue of social justice, redress and equity and the need to alleviate poverty. In the basic minimum program of priorities, investing in people through education, skills development and affordable quality health care forms part of the government's agenda and places higher education and consequently NSFAS at the centre of the government's program of work.

14.3 Economic

Since adopting South Africa's National Development Plan (NDP) in 2012, the country's economic trajectory has experienced a range of challenges and setbacks, leading to underperformance against the NDP's ambitious goals for growth, employment, and development. The NDP¹ had an ambitious target of 5.4% annual GDP growth to reduce unemployment and, poverty and inequality by 2023. Key focus areas included infrastructure development, improved education and health outcomes, and greater inclusivity in the economy. By mid-decade, economic growth began to falter, hampered by both global and domestic challenges. Annual GDP growth slowed to less than 1% by 2019, far below NDP targets.

In 2020, the pandemic exacerbated South Africa's economic challenges leading to government's implementation of the Economic Reconstruction and recovery Plan (ERRP) in response focusing on short-term relief measures aimed at stimulating economic recovery through job creation, structural reforms and infrastructure investments. However, fiscal constraints limited the impact of stimulus measures. Unemployment surpassing 32% by end of 2023 and with youth aged 15-24 years and 25-34 years continuing to have the highest unemployment rates at 59,4% and 39,0% respectively². Whilst on this trajectory, the economy bounced back to recovery with GDP growth reaching approximately 4.9% in 2021³, a growth that was boosted by a global rebound and higher commodity prices. Despite the recovery, structural issues remained unaddressed, with GDP growth again slowing in 2022 and taking the annual growth rate for 2023 to 0.6%⁴. Unemployment remained high, while poverty and inequality worsened, undermining the NDP goals.

The 2024 MTBPS reflects ongoing fiscal challenges, emphasising austerity measures to stabilise debt. It proposes budget cuts across departments, aiming to reduce the fiscal deficit and stabilise the debt to GDP ratio. Whilst on one hand, the government's medium-term strategy remains focused on achieving fiscal sustainability, supporting economic growth and critical social services and has prioritised social wage with nearly 60% of the budget allocated towards health, education, social protection, community development and employment programs. On the other hand, the economy is forecast to grow by 1.1 per cent in 2024 and projected to grow by an annual average of 1.8 percent over the next three years⁵. This subdued performance pushes NSFAS towards potential reforms, efficiency improvements and strategic prioritisation to sustain student support in a challenging fiscal landscape.

14.4 Social

In South Africa, a relatively high proportion of the population lives below the poverty line. In the first quarter or 2024, youth (aged 15-34 years) unemployment was recorded at 45.5% by statistics South Africa. The "Towards an Anti-Poverty Strategy for South Africa" was established in (2008) in response to the country's high levels of poverty, inequality, and unemployment, which continue to impact a significant portion of the population. NSFAS is critical in South Africa's broader anti-poverty strategy by addressing educational access as a pathway to economic mobility. As part of an anti-poverty framework, NSFAS provides essential financial support to students from low-income backgrounds, helping them acquire the skills needed to enter the

a pathway to economic mobility. As part of an anti-poverty framework, NSFAS provides essential financial support to students from low-income backgrounds, helping them acquire the skills needed to enter the labour market. NSFAS is critical in South Africa's broader anti-poverty strategy by addressing educational access as a pathway to economic mobility. As part of an anti-poverty framework, NSFAS provides essential financial support to students from low-income backgrounds, helping them acquire the skills needed to enter the workforce, improve their livelihoods, and break cycles of poverty. This aligns with national objectives to reduce poverty and increase opportunities for social mobility through education.

Additionally, NSFAS operates in an environment where global commitments like the United Nations' Sustainable Development Goal 4 (SDG 4) drive national and international policy agendas focused on inclusive and equitable education. SDG 4's emphasis on access to quality education directly impacts NSFAS's role, as it aligns with the goal of reducing financial barriers to higher education in South Africa.

There is an increased pressure on NSFAS, as more students rely on financial aid to access higher education. Consequently, NSFAS faces heightened demand for funding, which strains its budget and operational capacity. Meeting this demand requires enhanced efficiency, transparent budget management, and sustainable funding solutions to ensure that the scheme can continue supporting access to education students. NSFAS' alignment to SDG 4 also brings challenges. With growing awareness of SDG 4, demand for financial aid has increased as more students seek tertiary education. This intensifies pressure on NSFAS to provide adequate funding and to expand its reach. Additionally, international benchmarks in educational access and quality are raising expectations for NSFAS to adopt efficient, student-centred practices that mirror global best practices in education funding. Therefore, NSFAS must not only scale up resources to meet this rising demand but also strengthen operational efficiency and transparency to uphold SDG 4 standards.

The review of the implementation of the NDP 2030 vision shows limited progress on the Post School Education and Training against NDP goals. The low throughput rates in TVET colleges and declining SETA registrations; insufficient funding and infrastructure constraints in the TVET sector; misalignment between programmes and skills required by the economy remains a challenge. One of the strategic interventions in the PSET space is to increase TVET participation; increase enrolment in community colleges, work-based learning, and artisanship programmes and strengthening engagement with public and private sector employers to improve quality and output, linkages to the economy and work experience particularly in scarce skills areas. Government will continue to implement the fee free education policy adopted in 2018 intended to make tertiary education accessible for students from low and middle-income backgrounds.

14.5 Technological

Globally, advancements in technology are transforming financial aid and educational funding systems, with increased automation, data analytics, and digital platforms improving efficiency, and transparency. These global trends offer opportunities to enhance service delivery by adopting robust digital payment systems and employing AI-driven tools to streamline application processing and fraud detection. NSFAS' alignment with the technological trends could improve its responsiveness, reduce administrative delays, and better meet the growing demand for student financial aid in South Africa. However, implementing and maintaining such technologies requires substantial investment, skilled personnel, and strong cybersecurity measures, which may pose challenges given the current budget constraints and system inefficiencies.

14.6 Environmental

Climate change is a global reality that faces many governments and organisations including NSFAS and its eco-system partners. The entity has a responsibility to respond positively to climate-related challenges through its funding policy and other strategic interventions at its disposal. Some of the practical interventions should include a focus on funding sustainability-related courses and encouraging eco-friendly student accommodation solutions when accrediting private accommodation providers. Some of the game changers could be in public transport for NSFAS students where non-motorised transport could be used for students living within reasonable distances to learning campuses as part of reducing carbon footprints. One of the features associated with global warming is natural disasters such as floods and droughts which could easily disrupt student life and learning. Similar to how NSFAS has previously responded to COVID-19, the entity

¹ Chapter three: Economy & Employment – National Development Plan vision 2030

² Quarterly Labour Force Survey (QLFS) Q4:2023, Statistics South Africa Presentation <https://www.statssa.gov.za/publications/P0211/Presentation%20QLFS%20Q4%202023.pdf>

³ United Nations South Africa - Recovery from Covid 19 in South Africa.

⁴ <https://www.statssa.gov.za/?p=17053>

⁵ 2024 Medium Term Budget Policy Statement - <https://www.treasury.gov.za/documents/mtbps/2024/mtbps/FullMTBPS.pdf>

should continue to advocate for a shift to online learning, and further modernisation which minimises physical interaction. Ensuring that staff can work remotely or in a hybrid fashion should be promoted and supported by policy.

14.7 Legal

NSFAS operates under the PFMA, NSFAS Act, and POPIA. Governance failures, audit issues, and legal non-compliance threaten legitimacy. Legal considerations are critical to the strategic operations and long-term sustainability of the NSFAS, as they ensure compliance with South Africa’s legal and regulatory frameworks governing public entities and the PSET system. The organisation must operate in accordance with the Public Finance Management Act (PFMA) to maintain accountability, transparency, and efficiency in managing and disbursing bursaries and loans. Non-compliance with the legislation could result in severe consequences, including reputational damage and legal action. Furthermore, the NSFAS must establish clear, fair and legally sound contractual agreements, outlining terms of funding, repayment conditions for the loans, and any other obligations tied to financial aid.

Compliance with South Africa’s Protection of Personal Information Act (POPIA) is another critical consideration, as the NSFAS processes vast amounts of sensitive personal and financial information from the applicants and their guardians. Safeguarding this data through reliable cybersecurity measures and clear privacy policies is essential to avoid breaches, legal penalties, and loss of trust from the public at large. Additionally, the NSFAS must align its policies and practices with evolving government policy on free higher education and funding models.

The NSFAS must comply with the PFMA requirement to submit the annual financial statements to the office of the Auditor General of South Africa, two months after the end of its financial year. Regular audits and reporting by the AGSA ensure that the NSFAS operates within the legal framework and addresses any instances of mismanagement or non-compliance. This will build a foundation of trust, accountability and operational integrity.

Legal reform must clarify mandates (e.g. loan recovery), improve data protection practices, and strengthen contractual frameworks. Transparent, timely AGSA compliance and ethical leadership are non-negotiable pillars of institutional recovery.

Table 2: Summary of PESTEL analysis

Dimension	Key Factors	Implication of Turnaround
Political	<ul style="list-style-type: none">• High political oversight and scrutiny• Changing leadership within DHET• Student protests and policy pressure• Systemic Corruption• Geopolitical risks and regional instability	NSFAS must operate transparently, align with the national agenda (NDP 2030), and demonstrate ethical leadership to regain credibility.
Economic	<ul style="list-style-type: none">• Slow economic growth• High youth unemployment• Unsustainable student debt burden• Skills mismatch and low labor absorption• Rising fuel costs• Rising inflation	Reinforces the need for a sustainable funding model and efficient use of public funds. NSFAS must show ROI through improved graduation and employment outcomes.
Social	<ul style="list-style-type: none">• Increasing demand for access to higher education• High inequality and cost-of-living crisis• Legacy of exclusion and distrust in institutions• Violence and crime	NSFAS must be student-centred, equitable, and responsive to the lived realities of beneficiaries, particularly marginalised and first-generation students.

Dimension	Key Factors	Implication of Turnaround
Technological	<ul style="list-style-type: none">• Cyber security• Digital divide and disruption of services• Data management• Digital transformation• Legacy ICT systems and fragmented platforms• Rise in blockchain solutions• Growing demand for real-time data	Urgent need for complete ICT overhaul and integration with national data systems. Blockchain and decentralised dashboards are strategic priorities.
Environmental	<ul style="list-style-type: none">• Climate change impacts (e.g., floods disrupting student access)• Loadshedding• Need for green skills funding in sustainability sectors	NSFAS can contribute to national goals by supporting green-skills development and ensuring climate-resilient infrastructure partnerships with institutions.
Legal	<ul style="list-style-type: none">• POPIA and data compliance requirements• AGSA audits and legislative amendments to NSFAS Act• Student legal appeals and governance failures	Strengthening legal compliance, internal audit functions, and risk management is essential to restore accountability and manage institutional risk exposure.

The above Pestel Analysis has informed the medium-term development goals of NSFAS. Moreover, NSFAS’s strategic repositioning is not only a response to internal challenges, but a proactive alignment with South Africa’s developmental agenda. This includes:

- **Sustainable Development Goals (SDGs):** Particularly SDG 4, which advocates for inclusive and equitable quality education and promotes lifelong learning opportunities for all. NSFAS contributes directly by removing financial barriers and enabling tertiary education access.
- **Agenda 2063 – The Africa We Want:** NSFAS supports this continental framework through education and skills development, enabling youth empowerment, and fostering inclusive economic participation.
- **National Development Plan (NDP) 2030:** As a flagship mechanism to support post-school education and training, NSFAS is central to achieving the NDP’s objectives on reducing inequality, unemployment, and poverty.
- **4IR and Technological Advancement:** NSFAS must integrate AI, machine learning, and digital platforms not only to enhance service delivery but to anticipate the skills needs of a changing economy. This includes investments in future-fit infrastructure, digital upskilling for staff, and responsible data practices aligned with international standards.
- **Entrepreneurial Thinking in Higher Education:** NSFAS recognises that job creation must be driven by entrepreneurial graduates who not only seek employment but also create opportunities. Through funding models that support innovation, work-integrated learning, and start-up support in partnership with institutions, NSFAS will actively contribute to building a culture of self-reliance, creativity, and enterprise in the post-school education sector.

15. Opportunities and Threats Emerging from the PESTEL Analysis

The strategic context reveals several external opportunities and threats that NSFAS must respond to as part of its turnaround and repositioning:

15.1 Opportunities:

- The GNU’s emphasis on education and social investment aligns with NSFAS’s mission, offering political backing for transformation.
- The prioritisation of youth development in Agenda 2063 and SDG 4 enhances the global legitimacy and funding opportunities for NSFAS.
- Growing student demand provides an opportunity to scale impactful interventions if operational capabilities are improved.
- Technological advancements in AI, data analytics, and blockchain can be leveraged to modernise operations, improve transparency, and enhance service delivery.
- Climate-conscious programming and sustainability initiatives allow NSFAS to align with environmental goals, supporting green skills and student well-being.
- Entrepreneurial development strategies allow NSFAS to link funding to employability and national economic priorities.

15.2 Threats:

- Persistent economic stagnation and budget cuts threaten NSFAS’s long-term financial sustainability.
- Rising youth unemployment and social inequality heighten pressure on NSFAS to deliver more with limited resources.
- Cybersecurity vulnerabilities pose a major risk to data integrity and public trust.
- Legal non-compliance and poor governance expose NSFAS to reputational damage and institutional instability.
- Misalignment between system demands and institutional capacity risks widening delivery gaps.
- Failure to adapt to technological trends could further erode service efficiency and student satisfaction

These opportunities and threats must shape both short-term decisions and long-term planning, ensuring NSFAS remains relevant, resilient, and responsive.

Figure 3: Strategic Opportunities And Threats



16. Porter’s Five Forces Analysis

Porter’s Five Forces framework was applied to assess NSFAS’s broader strategic environment. This helps evaluate competitive pressures and external dynamics that influence the organisation’s ability to achieve its mission and reposition as a public investment vehicle. The analysis below reinforces the urgency for NSFAS to differentiate itself through improved governance, digital capability, stakeholder collaboration, and clear value delivery.

Table 3: Porter’s Five Forces Analysis

Force	Analysis
1. Competitive Rivalry	While NSFAS holds a monopoly as a government-mandated funder, it faces increasing scrutiny from the public, student bodies, and media. Alternative models of funding (e.g., private bursaries, university-based support) raise expectations of efficiency and responsiveness.
2. Threat of New Entrants	Entry into the national student funding space is difficult due to regulatory and financial barriers. However, pressure is increasing for public-private partnerships and decentralised funding solutions, which could bypass or supplement NSFAS’s current model.
3. Bargaining Power of Suppliers	Suppliers include IT vendors, accommodation providers, and financial intermediaries. NSFAS’s limited oversight, particularly in housing and payment systems, has historically allowed suppliers significant influence, increasing operational risk. Stronger procurement controls are needed.
4. Bargaining Power of Buyers (Students and Institutions)	Students and institutions have growing expectations for timely payments, digital efficiency, and accountability. The risk of student protests and reputational damage gives buyers considerable leverage in shaping public discourse and institutional reform.-
5. Threat of Substitutes	Alternatives such as university scholarships, crowdfunding platforms, and commercial student loans represent indirect competition. If NSFAS fails to improve service delivery, students may turn to these options where accessible.

17. Internal environment

NSFAS is emerging from a period marked by operational turmoil, reputational damage, and leadership instability. The mismanagement of direct payment systems, delays in student disbursements, and failure to comply with governance and audit requirements have severely undermined stakeholder confidence. The organisation’s administrative complexity—serving over 900,000 students annually with a disbursement of R50 billion has outpaced its internal systems, capacity, and controls.

The 2024 decision by the Minister of Higher Education and Training to dissolve the Board and place NSFAS under administration signalled a critical turning point. The Administrator’s immediate mandate focused on crisis containment, stabilisation, and urgent reform. This included implementing recommendations from the Werksmans and Organization Undoing Tax Abuse (OUTA) reports, resolving long-standing audit findings, and reviewing governance systems, data architecture, and leadership capability.

Despite its challenges, NSFAS holds strategic assets that position it for recovery. Its long-standing brand recognition, central role in South Africa’s post-school education and training (PSET) system, and alignment with the national development agenda provide a strong institutional foundation. The reappointment of a new Board in 2025 offers a moment of renewal a chance to realign operations with mission, rebuild trust, and move from administrative dysfunction to strategic delivery.

The internal environment is, therefore, characterised by both fragility and opportunity. With focused leadership, ethical governance, and strengthened internal systems, NSFAS can leverage its mandate to respond

to rising student demand, improve access to funding, and support the broader developmental goals of the country.

Recognising these critical issues, the Minister of Higher Education and Training, Science and Innovation dissolved the NSFAS Board on 12 April 2024 and placed NSFAS under administration as per sections 17A to 17D of the NSFAS Act 56 of 1999, as amended for a period of two (2) years from the date of publication of the Gazette. This decision was formalized in Government Gazette No. 50482 of 12 April 2024, which outlined comprehensive Terms of Reference for the Administrator, including:

- Finalising funding guidelines for loans targeting the “missing middle.”
- Addressing data integration challenges, reconciling funding data, and ensuring all eligible students are accurately funded and recorded.
- Preparing for the 2025 online application process, including stakeholder engagement, partnerships, and a robust communication plan.
- Developing a practical and realistic plan for the 2025 funding cycle in consultation with stakeholders.
- Strengthening governance structures, systems, and policies to ensure sound operational management.
- Conducting forensic and other investigations to enhance operational effectiveness.

Upon assuming duties, the Administrator faced the urgent task of stabilising the Post-School Education and Training (PSET) system. Delayed disbursement of student allowances and accommodation payments had prompted widespread student protests, with some landlords threatening to evict students due to non-payment. These events disrupted the academic calendar and drew unfavourable media attention, further eroding confidence in NSFAS. In parallel, the Administration prioritized implementing recommendations from the Werksmans Report and addressing allegations raised by OUTA, which necessitated swift and decisive action. Beyond these immediate crises, the Administration comprehensively evaluated NSFAS’s fitness to fulfil its legislative mandate.

The organisation’s rapid growth has introduced new complexities in managing student funding. Since its inception as TEFSA in 1991, NSFAS has grown from disbursing R33 million to R50 billion in 2023, with beneficiaries increasing from 7,240 in 1997 to approximately 900,000 in 2023. The inclusion of the TVET sector in 2010, following its migration to national competency, marked a pivotal shift in the evolution of the PSET system. Despite these expansions, resource allocation disparities remain a critical concern, with data indicating uneven distribution between the TVET and higher education sectors. For example, while only 29.3% of TVET enrolees were funded in 2010, this figure increased to 53.1% by 2013. Meanwhile, funding allocations for higher education dropped from 70.5% of enrolees in 2010 to 46.8% in 2013. These statistics underscore the pressing need for operational efficiencies and a re-evaluation of resource distribution to ensure NSFAS’s sustainability and effectiveness.

The Minister of Higher Education provided further direction on leadership continuity within NSFAS. On 1 August 2024, Government Gazette No. 50842 amended the period of the Administrator’s appointment, specifying that the term would end on 31 December 2024 or upon the appointment of a new Board in terms of section 5 of the NSFAS Act, whichever occurs first. Subsequently, on 17 December 2024, the Minister published Government Gazette No. 5684, extending the Administrator’s term to 31 March 2025 or until a new Board is appointed, whichever occurs first.

The Minister of Higher Education and Training has appointed the NSFAS Board, which has already assumed responsibility for the organisation’s management, governance, and administration as outlined in section 3(2) of the NSFAS Act 56 of 1999. This transition is expected to restore stability and reinforce NSFAS’s commitment to fulfilling its critical role within the PSET system.

Strengths:

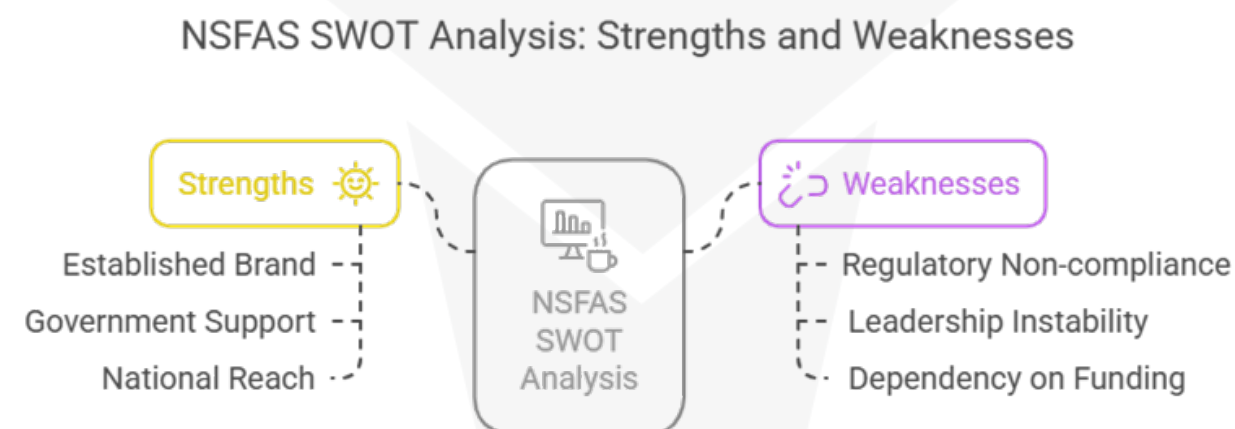
- Known and established brand: NSFAS has national recognition and credibility as a government-backed entity.
- Longstanding heritage in student financial aid, with public trust built over decades.
- Centrality in national development strategy: Directly contributes to human capital growth and youth empowerment.

- Government support ensures baseline financial sustainability and policy relevance.
- Institutional learning from legacy systems and past reforms.
- National reach with embedded relationships across the PSET sector.
- Ability to influence national policy and support transformation goals.

Weaknesses:

- Non-adherence to regulatory compliance has exposed NSFAS to legal risks and audit queries.
- Inadequate policies, processes, and frameworks hinder consistent, reliable service delivery.
- Inconsistent communication, internally and externally, creates misunderstandings and public confusion.
- Leadership instability disrupts strategic continuity and weakens governance.
- Overbearing union influence may delay or disrupt reform efforts.
- Dependency on government funding makes NSFAS vulnerable to fiscal constraints.
- Limited internal capability to rapidly adopt and manage advanced technologies.
- Dilution of focus from the organisation’s CORE mandate: The current operations of NSFAS includes non-core activities resulting in the focus of the organisation being diluted. This results in ineffectiveness and inefficiencies thereby negatively impacting activities targeted towards the organisations core mandate.

Figure 4: Strengths and Weaknesses



Despite these challenges, NSFAS possesses inherent institutional strengths. Its longstanding public mandate, broad national footprint, and central role in national development strategy make it a critical actor in the post-school education and training ecosystem. With renewed leadership and strategic repositioning underway, the internal environment presents both a challenge and an opportunity—demanding bold action, strong ethical governance, and sustained cultural and operational transformation.

Part C:

Measuring Our Performance



18. Institutional performance information

18.1 Program 1: Administration

Purpose

To provide leadership, management and support services to NSFAS.

Description

This program aims to ensure effective leadership and administrative support services within NSFAS. The program consists of the following sub programs/departments:

- **Executive Management** - this sub-program comprises the Office of the CEO and related support services including Board Secretariat.
- **Internal Audit** - this sub-program is responsible for the provision of internal audit assurance services.
- **Risk, Legal and Compliance** - this sub-program is responsible for the provision of legal support, governance, enterprise risk management, compliance management, fraud and forensic investigations services.
- **Corporate Services** is mainly responsible for the provision of corporate support services to the entire organisation. It comprises of Facilities and travel, Security Services, Communications, Brand and Events, information and knowledge management and stakeholder management.
- **Human Resources Management** – this sub-program has the following functions, Organisational Development, Design and Talent, HR operations, and Employee relations.
- **Financial Unit** - the sub-program prepares financial plans and budgets and expenditure and consists of the following functions, Treasury and Budget, Financial Disbursement and Reconciliation, Loans and Recoveries and Supply Chain Management.
- **Information and Communication Technology (ICT)** - this sub-program ensures the development of ICT systems to support key business processes and effective utilisation of related solutions. It comprises the following functions, Infrastructure, Data Management, Cyber Security and Digital Risks, IT products and Portfolio, System Software Support and ICT Operations.
- **Strategic Enablement** is responsible for effective planning and performance, improves operational efficiency, and oversees the developments of student-based policies, as well as the development of new products. It consists of the following functions, Project Management Office, Research and Policy formulation, Fund Raising and Value-Added Strategic Services and Planning.



18.2 Program 1: Administration - Outcomes, Outputs, Output Indicators and Annual Targets

Executive Management

Strategic Objectives	Outcomes	Outputs	Output indicator	Audited /Actual Performance			Estimated performance	MTEF targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Institutional integrity	A student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focussed on the development of South Africa's skills development strategy.	A revised Business Operating Model documenting the current (as is) and the desired future (to be) of the organisation.	KPI 1.1: A revised Business Operating Model, approved by the accounting authority	New indicator	New indicator	New indicator	New indicator	A revised Business Operating Model, approved by the accounting authority	N/A	N/A
Leadership and Governance	An institution that is led by accountable individuals, teams and is governed ethically.	A work plan that establishes and maintains effective and efficient governance structures.	KPI 1.2: Percentage implementation of the accounting authority approved governance work plan.	New indicator	New indicator	New indicator	New indicator	100%	100%	100%
Institutional integrity	A student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focused on the development of South Africa's skills development strategy.	A stakeholder management and communication report that demonstrates the posture and levels of engagement.	KPI 1.3: Number of stakeholder management reports approved by the CEO.	New indicator	New indicator	New indicator	New indicator	2	2	2

Output indicator	Annual targets	Q1	Q2	Q3	Q4
KPI 1.1: A revised Business Operating Model, approved by the accounting authority	A revised Business Operating Model, approved by the accounting authority	N/A	Approved by the accounting authority by 31 July 2025	N/A	N/A
KPI 1.2: Percentage implementation of the accounting authority approved governance- work plan.	100%	100%	100%	100%	100%
KPI 1.3: Number of stakeholder management reports approved by the CEO.	2	-	1	-	1

Risk, Legal & Compliance

Strategic Objectives	Outcomes	Outputs	Output indicator		Audited /Actual Performance			Estimated performance	MTEF targets		
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Leadership and Governance	An institution that is led by accountable individuals, teams and is governed ethically.	Organisational risk maturity report that provides insights on control deficiencies.	KPI 1.4: Organisational risk maturity level.		New indicator	New indicator	New indicator	New indicator	Level 3	Level 4	Level 4

Output indicator	Annual targets	Q1		Q2	Q3	Q4
KPI 1.4: Organisational risk maturity level.	Level 3	-		-	-	Level 3

Finance

Strategic Objectives	Outcomes	Outputs	Output indicator		Audited /Actual Performance			Estimated performance	MTEF targets		
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Financial integrity, viability and sustainability	An institution that is financial sustainable, adheres to sustainability best practice and has long term financial accountability and viability.	A positive audit outcome regarding the annual financial statements, annual performance report.	KPI 1.5: The audit outcomes regarding the annual financial statements, annual performance report and compliance with legislation.		Unqualified audit opinion with findings for 2020/21 financial year	Adverse audit opinion with findings for 2021/22 financial year	Adverse audit opinion with findings for 2022/23 financial year	Audit underway for 2023/24 financial year	Qualified audit opinion with findings for 2024/25 financial year	Unqualified audit opinion with findings for 2025/26 financial year	Unqualified audit opinion with findings for 2026/27 financial year
Financial integrity, viability and sustainability	An institution that is financial sustainable, adheres to sustainability best practice and has long term financial accountability and viability.	Recovery of loan debt	KPI 1.6: Total amount of cash receipts allocated to loan book debtors in the current financial year, to reduce or settle outstanding loan book balances.		R341.7 million	R155.8 million	R144 million	R130 million	R200 million	R250 million	R300 million

Strategic Objectives	Outcomes	Outputs	Output indicator		Audited /Actual Performance			Estimated performance	MTEF targets		
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Financial integrity, viability and sustainability	An institution that is financial sustainable, adheres to sustainability best practice and has long term financial accountability and viability.	Loan management strategy.	KPI 1.7: Loan Management Strategy approved by the accounting authority		New indicator	New indicator	New indicator	New indicator	Loan Management Strategy approved by the accounting authority	N/A	N/A
Financial integrity, viability and sustainability	An institution that is financial sustainable, adheres to sustainability best practice and has long term financial accountability and viability.	Sign off on close out-project (COP) reconciliations.	KPI 1.8: Sign off on close-out project (COP) reconciliations.		New indicator	New indicator	New indicator	New indicator	100% of 2017 to 2023 academic year COP reconciliations signed off	100% of 2024 to 2026 academic year COP reconciliations signed off	100% of 2027 academic year COP reconciliations signed off
Financial integrity, viability and sustainability	An institution that is financial sustainable, adheres to sustainability best practice and has long term financial accountability and viability.	Annual reconciliations methodology for institutions	KPI 1.9: Methodology of annual reconciliations with institutions approved by the CEO		New indicator	New indicator	New indicator	New indicator	Methodology of annual reconciliations with institutions approved by the CEO	N/A	N/A

Output indicator		Annual targets	Q1		Q2	Q3	Q4
KPI 1.5: The audit outcomes regarding the annual financial statements, annual performance report and compliance with legislation.		Qualified audit opinion with findings for 2024/25 financial year.	N/A		N/A	N/A	N/A
KPI 1.6: Total amount of cash receipts allocated to loan book debtors in the current financial year, to reduce or settle outstanding loan book balances.		R200 million	R30 million		R55 million	R55 million	R60 million

Output indicator	Annual targets	Q1		Q2	Q3	Q4
KPI 1.7: Loan Management Strategy approved by the accounting authority	Loan Management Strategy approved by the accounting authority	N/A		N/A	N/A	Approved by 31 January 2026
KPI 1.8: Sign off on close-out project (COP) reconciliations.	100% of 2017 to 2023 academic year COP reconciliations signed off	N/A		N/A	100% of 2017 to 2023 academic year COP reconciliations signed off	N/A
KPI 1.9: Approved methodology of annual reconciliations with institutions approved by the CEO	Approved methodology of annual reconciliations with institutions approved by the CEO	N/A		N/A	Approved by 31 December 2025	N/A

Human Resources

Strategic Objectives	Outcomes	Outputs	Output indicator		Audited /Actual Performance			Estimated performance	MTEF targets		
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Organisation design and people-centred entity	An organisation with the right skills, culture and personnel to deliver on the strategy and mandate	Organisational design and realignment report	KPI 1.10: Organisational design and realignment report approved by the accounting authority		New indicator	New indicator	New indicator	New indicator	Organisational design and realignment report approved by the accounting authority	N/A	N/A

Output indicator	Annual targets	Q1		Q2	Q3	Q4
KPI 1.10: Organisational design and realignment report approved by the accounting authority	Organisational design and realignment report approved by the accounting authority	N/A		Approved by 30 September 2025	N/A	N/A

Information Communication Technology

Strategic Objectives	Outcomes	Outputs	Output indicator		Audited /Actual Performance			Estimated performance	MTEF targets		
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Organisational capability	An organisation with the right skills, culture and personnel to deliver on the strategy and mandate	An organisational ICT digital transformation strategy developed and implemented in a phased approach.	KPI 1.11: Organisational ICT digital transformation strategy approved by the accounting authority		New indicator	New indicator	New indicator	New indicator	Organisational ICT digital transformation strategy approved by the accounting authority	N/A	N/A

Output indicator	Annual targets	Q1		Q2	Q3	Q4
KPI 1.11: Organisational ICT digital transformation strategy approved by the accounting authority.	Organisational ICT digital transformation strategy approved by the accounting authority.	N/A		Approved by 30 September 2025	N/A	N/A

Strategic Enablement

Strategic Objectives	Outcomes	Outputs	Output indicator		Audited /Actual Performance			Estimated	MTEF targets		
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Institutional integrity	A student centric organization that enjoys the trust of stakeholders in the post school education and training sector and is focused on the development of South Africa’s skills development strategy	Submission of the board-approved eligibility criteria and conditions for financial aid, (if changes are made), submitted to the Minister for concurrence	KPI 1.12: The accounting authority-approved eligibility criteria and conditions for financial aid (if changes are made), submitted to the Minister for concurrence		New indicator	New indicator	Submitted by 31 December 2023	Submitted by 31 December 2024	The accounting authority-approved eligibility criteria and conditions for financial aid (if changes are made), submitted to the Minister for concurrence by 30 September 2025	The accounting authority-approved eligibility criteria and conditions for financial aid (if changes are made), submitted to the Minister for concurrence by 30 August 2026.	The accounting authority-approved eligibility criteria and conditions for financial aid (if changes are made), submitted to the Minister for concurrence by 30 August 2027.

Strategic Objectives	Outcomes	Outputs	Output indicator	Audited /Actual Performance			Estimated performance	MTEF targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Financial integrity, viability and sustainability	An institution that is financially sustainable, adheres to sustainability best practice and has long term financial accountability and viability.	A sustainable funding framework.	KPI 1.13: Sustainable funding framework approved by the accounting authority	New indicator	New indicator	New indicator	New indicator	Sustainable funding framework approved by the accounting authority	N/A	N/A
Organisational capability	An organisation that has modern day Information, Communication and Technology, is people-centred, has standard operating processes, and relevant tools of trade/systems.	A research plan and strategy that delivers high-impact policy briefs on improving utilisation of financial resources and student access to funding.	KPI 1.14: A research strategy and plan, approved by the accounting authority.	New indicator	New indicator	New indicator	New indicator	A research strategy and plan, approved by the accounting authority.	N/A	N/A
Financial integrity, viability and sustainability	An institution that is financially sustainable, adheres to sustainability best practice and has long term financial accountability and viability.	Improved BBBEE score.	KPI 1.15: Level of BBBEE compliance.	New indicator	New indicator	New indicator	New indicator	5	3	1

Output indicator	Annual targets	Q1	Q2	Q3	Q4
KPI 1.12: The accounting authority-approved eligibility criteria and conditions for financial aid (if changes are made), submitted to the Minister for concurrence.	The accounting authority-approved eligibility criteria and conditions for financial aid (if changes are made), submitted to the Minister for concurrence.	N/A	The accounting authority-approved eligibility criteria and conditions for financial aid (if changes are made), submitted to the Minister for concurrence by 30 September 2025	N/A	N/A
KPI 1.13: Sustainable funding framework approved by the accounting authority	Sustainable funding framework approved by the accounting authority	N/A	Framework approved by 30 September 2025	N/A	N/A
KPI 1.14: A research strategy and plan, approved by the accounting authority.	A research strategy and plan, approved by the accounting authority.	Approved by 30 June 2025	N/A	N/A	N/A
KPI 1.15: Level of BBBEE compliance.	5	N/A	N/A	N/A	5

18.3 Program 1: Program explanation of planned performance over the Medium-Term Period

The development of this plan considered the three national priorities articulated by President Cyril Ramaphosa in his address to the nation during the Opening of Parliament for the 7th Administration. The priorities are as follows:

- 1. Drive inclusive growth and job creation
- 2. Reduce poverty and tackle the high cost of living; and
- 3. Build a capable, ethical, and developmental state.

Strategic imperatives were also drawn from the Minister of Higher Education and Training’s Budget Vote Commitments delivered to Parliament on 16 July 2024 and Sector Priorities expressed in the Post-School Education and Training Plan. The Administrator led several public interfaces which stirred up critical and progressive voices from stakeholders including funders, student movements, and accommodation providers.

In drafting this plan, the entity received insights from oversight Departments which included the Department of Monitoring and Evaluation, and DHET on PSET outcomes. NSFAS is a significant contributor to the goals outlined in the MTDP and the PSET Plan, and its work cuts across these outcomes facilitated through different products and service offerings, namely the bursary, loans scheme, and active collaboration with universities and other funders.

The entity will over the next three years focus on several interventions which include raising the risk maturity level of the organisation. NSFAS exists to deliver an essential service of enabling access to higher education. A Risk Maturity Level Indicator allows the entity to measure and improve risk management capabilities, ensuring that risks to service delivery are systematically identified and mitigated. This will enhance operational efficiency and contribute to achieving performance targets set in the APP.



18.4 Programme 2: Student Centred Model

Purpose

The purpose of a student-centred model program is to manage bursary and loan administration services. The program manages core operations features which include student application to approval, as well as beneficiary maintenance for continuing students.

Description

This program aims to ensure that core NSFAS services are administered most effectively and efficiently.

Core Business

Strategic Objectives	Outcomes	Outputs	Output indicator		Audited /Actual Performance			Estimated performance	MTEF targets		
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Institutional integrity	A student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focused on the development of South Africa’s skills development strategy.	Development, approval, and implementation of the annual academic year road map.	KPI 2.1: The annual academic year road map approved by the CEO.		New indicator	New indicator	New indicator	New indicator	The annual academic year road map approved by the CEO.	The annual academic year road map approved by the CEO.	The annual academic year road map approved by the CEO.
Institutional integrity	A student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focused on the development of South Africa’s skills development strategy.	A provisionally funded list finalised on time to enable final funding decisions.	KPI 2.2: Percentage of valid applicants, for the main application cycle per academic year, who’s provisionally funded status is finalised by 15 December each year.		New indicator	New indicator	New indicator	New indicator	80%	85%	90%
Institutional integrity	EffA student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focused on the development of South Africa’s skills development strategy.	A provisionally funded list finalised on time to enable final funding decisions.	KPI 2.3: Percentage of NSFAS continuing university students, for whom valid academic results have been received by 31 December, whose provisionally funded status is finalised on the provisionally funded list by 15 January of the academic year.		New indicator	New indicator	New indicator	New indicator	80%	85%	90%

Strategic Objectives	Outcomes	Outputs	Output indicator		Audited /Actual Performance			Estimated performance	MTEF targets		
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Institutional integrity	A student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focused on the development of South Africa's skills development strategy.	A provisionally funded list finalised in time to enable final funding decisions.	KPI 2.4: Percentage of NSFAS continuing TVET students, for all cycles, whose provisionally funded status is finalised, within 5 days of receiving valid academic results from DHET.		New indicator	New indicator	New indicator	New indicator	80%	85%	90%
Institutional integrity	A student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focused on the development of South Africa's skills development strategy.	A provisionally funded list finalised on time to enable final funding decisions.	KPI 2.5: Percentage of valid appeals by applicants, for the main application cycle, where the appeal was finalised by the stipulated deadline.		New indicator	New indicator	New indicator	New indicator	80%	85%	90%
Institutional integrity	A student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focused on the development of South Africa's skills development strategy.	A provisionally funded list finalised on time to enable final funding decisions.	KPI 2.6: Percentage of valid appeals by continuing students, for the main application cycle, where the appeal was finalised by the stipulated deadline.		New indicator	New indicator	New indicator	New indicator	80%	85%	90%
Institutional integrity	A student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focused on the development of South Africa's skills development strategy.	Tuition and allowance payments made on time.	KPI 2.7: Percentage of disbursements to fully funded students made in accordance with the disbursement calendar.		New indicator	New indicator	New indicator	New indicator	95%	95%	99%
Institutional integrity	A student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focused on the development of South Africa's skills development strategy..	Development of a transitional framework for the transfer of student accommodation back to institutions.	KPI 2.8: A transitional framework for the transfer of student accommodation back to institutions approved by the Accounting Authority.		New indicator	New indicator	New indicator	New indicator	A transitional framework for the transfer of student accommodation back to institutions approved by 30 November 2025.	N/A	N/A
Student access to higher education	A student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focussed on the development of South Africa's skills development strategy.	Eligible university students receiving NSFAS bursaries annually	KPI 2.9: Number of eligible university students receiving NSFAS bursaries annually.		N/A	N/A	Audit underway	572 000	475 610	499 390	524 360
Student access to higher education	A student-centric organisation that enjoys the trust of stakeholders in the PSET sector and is focussed on the development of South Africa's skills development strategy.	Eligible TVET students receiving NSFAS bursaries annually	KPI 2.10: Number of eligible TVET college students receiving NSFAS bursaries annually.		N/A	N/A	Audit underway	266 063	269 314	281 514	294 266

Output indicator	Annual targets	Q1	Q2	Q3	Q4
KPI 2.1: The annual academic year road map approved by the CEO.	A revised Business Operating Model, approved by the accounting authority	N/A	Approved by the accounting authority by 31 July 2025	N/A	N/A
KPI 2.2: Percentage of valid applicants, for the main application cycle per academic year, who's provisionally funded status is finalised by 15 December each year.	80%	N/A	N/A	80%	N/A
KPI 2.3: Percentage of NSFAS continuing university students, for whom valid academic results have been received by 31 December, whose provisionally funded status is finalised on the provisionally funded list by 15 January of the academic year.	80%	N/A	N/A	N/A	80%
KPI 2.4: Percentage of NSFAS continuing TVET students, for all cycles, whose provisionally funded status is finalised, within 5 days of receiving valid academic results from DHET.	80%	80%	80%	80%	80%
KPI 2.5: Percentage of valid appeals by applicants, for the main application cycle, where the appeal was finalised by the stipulated deadline.	80%	N/A	N/A	N/A	80%
KPI 2.6: Percentage of valid appeals by continuing students, for the main application cycle, where the appeal was finalised by the stipulated deadline.	80%	N/A	N/A	N/A	80%
KPI 2.7: Percentage of disbursements to fully funded students made in accordance with the disbursement calendar.	95%	95%	95%	95%	95%
KPI 2.8: A transitional framework for the transfer of student accommodation back to institutions approved by the Accounting Authority.	A transitional framework for the transfer of student accommodation back to institutions approved by the Accounting Authority.	N/A	N/A	A transitional framework for the transfer of student accommodation back to institutions approved by the Accounting Authority.	
KPI 2.9: Number of eligible university students receiving NSFAS bursaries annually.	475 610	N/A	N/A	N/A	475 610
KPI 2.10: Number of eligible TVET college students receiving NSFAS bursaries annually.	269 314	N/A	N/A	N/A	269 314

18.5 Program 2: Program explanation of planned performance over the Medium-Term Period

The NDP - 2030 provides the policy framework that the country is facing as well as the strategic choices that must be made to create a better life for all South Africans. It provides extensive detail on the nine challenges facing South Africa, amongst these and of particular importance to NSFAS is the quality of school education for black people which remains poor. As a response to these challenges, the NDP aims to eliminate poverty and reduce inequality by 2030 by, raising employment through faster economic growth; improving the quality of education, skills development, and innovation; and building the capability of the state to play a developmental, transformative role. It further provides a broad framework for student financial aid in South Africa which perfectly aligns with what Program two (2) "Student Centred Model" focuses on, namely, improving

access to higher education for eligible students from low-income and working-class families and improving efficiencies in the administration of bursaries and loans, especially turn-around times on the assessment of the application, in making final funding decisions following the receipt of registration data from institutions as well as ensuring that funds are disbursed to students, institutions and providers on time. The program has deliberately focused on efficiency measures in response to many challenges surrounding the administration of student bursaries and loans.

18.6 Program resource considerations

The Department of Higher Education and Training (DHET) has announced a 10% reduction in the student funding allocation over the Medium-Term Expenditure Framework (MTEF) period. This reduction is attributed to the growing national wage bill, which has necessitated cuts in allocations. As a result, NSFAS must explore additional fundraising and income-generating strategies. The funding reduction will directly impact the number of students NSFAS can support each year. The number of students funded by NSFAS is expected to decrease from 860,000 in the 2024/25 period to 790,000 in 2025/26. However, the number of TVET students funded is expected to rise from 280,000 in 2024/25 to 310,000 by 2026/27. Conversely, the number of university students funded is projected to decrease significantly, from 580,000 in 2024/25 to 480,000 in 2025/26.

For the 2025/26 period, DHET has allocated R48.7 billion, including R39.3 billion for universities, R9.1 billion for TVET institutions, and R347.5 million for administrative funding. This allocation reflects a 4.7% increase compared to the previous year's allocation of R46.9 billion. The initially approved overall budget for 2024/25 was R54.5 billion, which was later revised to R67.8 billion.

Student funding transfers from DHET make up an estimated 94% of NSFAS's total revenue for the 2025/26 period. The remaining 6% is expected to come from other sources, including transfers from the Department of Basic Education for the Funza Lushaka teacher bursary program, the National Skills Fund, SETAs, the Department of Labour, local non-governmental donors, and other funders. NSFAS has acknowledged that "Missing Middle" students—those from working-class households with an income above the maximum threshold for NSFAS bursaries (R350,000 per year)—were previously excluded from funding. To address this gap, NSFAS has introduced a loan scheme for these students, with an allocation of R3.8 billion from DHET. The funding will be distributed in equal annual tranches of R950 million over a four-year period.

In line with its student-centred model, NSFAS plans to implement regionalization to enhance accessibility for stakeholders. These changes will require significant financial investment in systems, controls, and processes to support effective implementation. The current administrative budget accounts for just 0.7% (2025/26) of the total student funding budget, which places limitations on potential improvements. This shortfall contributes to inefficiencies in administering student funds and weaknesses in internal control implementation.

NSFAS commissioned an independent service provider to conduct a feasibility study on the DHET administration budget. This study assessed whether the current budget is sufficient to support the organization's work, processes, and controls, considering the funds administered and the number of beneficiaries. It also compared administration costs incurred by similar organizations providing social relief and assessed the potential for generating additional income or recovering costs.

The current administrative budget of R347 million, which constitutes 0.7% of the funds disbursed, remains at this percentage through the MTEF for 2025/26 and 2026/27. This stagnant relationship between the administration budget and the student funding budget is a concern. Benchmarking with other institutions, considering NSFAS's operations, centralization, ICT infrastructure, and staff headcount, concluded that the administration budget is inadequate. The report suggests an ideal administrative budget of 1.2% of funds disbursed, which would equate to R639.9 million in 2026/27, R666.5 million in 2027/28, and R697.1 million in 2028/29.

Since 2022/23, NSFAS has been utilising recovered funds to supplement its administrative budget. The organization is working to improve internal controls and processes to support its student-centric model, currently implementing projects such as direct payments, student accommodation, ICT strategy, and student loan funding for the "Missing Middle."

NSFAS is also exploring various income-generating and fundraising initiatives to sustainably supplement the administration budget. For the 2025/26 financial period, the total budget is R56.6 billion, which will be used to implement the initiatives outlined in Program 1 and Program 2.

Table 4: NSFAS Revenue and Expenditure Overview

Medium-term expenditure estimate						
R thousand	2024/25	Adjusted	Revised Appropriation	2025/26	2026/27	2027/28
Revenue:						
1. Administration Fees	53,444	-	53,444	47,487	49,770	52,500
2. Interest	976,117		976,117	1,034,684	1,096,765	1,162,571
3. Other Revenue	261,116	19,247	280,363	3,967,195	274,891	326,016
Total Revenue	1,290,677	19,247	1,309,924	5,049,366	1,421,426	1,541,087
Transfers:						
1. DHET Bursaries: Universities	37,915,950	-	37,915,950	39,298,616	41,251,303	43,116,712
2. DHET Bursaries: TVET Colleges	8,731,769	-	8,731,769	9,123,021	9,542,811	9,974,343
3. DHET Administration Grant	332,709	-	332,709	347,469	363,388	379,813
4. Student loans and surplus roll forwards,	4,496,439	13,304,805	17,801,244	950,000	950,000	950,000
5. Other Government units	1,686,886		1,686,886	1,922,862	2,015,147	2,125,320
Total Transfers	53,163,753	13,304,805	66,468,558	51,641,968	54,122,649	56,546,188
Total Revenue	54,454,430	13,324,052	67,778,482	56,691,344	55,544,075	58,087,275
Expenditure:						
1. Administration	591,032	36,342	627,374	738,415	665,099	731,672
2. Student Centred Financial Aid	52,911,903	-	66,199,613	55,952,919	54,878,977	57,355,602
2.1 Operations (administration)	104,158	6,862	111,020	111,250	117,925	127,330
2.2 Bursaries	52,807,745	13,280,848	66,088,593	55,841,669	54,761,052	57,228,273
Total Expenditure	53,502,935	13,324,052	66,826,987	56,691,334	55,544,076	58,087,275
Surplus for The Year	-	-	-	-	-	-
Accounting expenses (depreciation / impairment losses)	951,495	-	951,495	871,815	803,045	739,835

Table 5: Summary Mid-term expenditure - Program 1 & 2

Medium-term expenditure estimate						
R thousand	2024/25	Adjustment	Revised Appropriation	2025/26	2026/27	2027/28
Expenditure - Program 1 & 2						
Compensation of employees	237,662	30,628	268,290	286,039	311,061	332,836
Goods and Services	449,711	12,576	462,287	433,593	466,842	501,012
Communication	67,519	(46,000)	21,519	22,811	27,179	28,810
Computer Services	56,586	(15,294)	41,292	58,769	63,701	72,522
Consultants	238,777	52,077	290,854	222,268	236,605	251,962
Lease Payments	27,678	571	28,249	29,314	31,073	32,938
Repairs and Maintenance	1,963	(1,037)	926	568	602	639
Training and Staff Development	1,854	2,166	4,020	4,262	6,344	6,725
Travel and Subsistence	28,563	3,791	32,354	34,295	36,353	38,534
Other Goods and Services	26,771	16,302	43,073	61,306	64,984	68,883
Total	687,373	43,204	730,577	719,632	777,904	833,848
Payments for capital assets	7,816	-	7,816	130,033	5,120	25,154
Subtotal - Administration Budget	695,189	43,204	738,393	849,665	783,024	859,002
Transfers and subsidies to - Households	52,807,745	13,280,848	66,088,593	55,841,669	54,761,052	57,228,273
Total administration Budget and Student Centered Financial Aid	53,502,935	13,324,052	66,826,987	56,691,334	55,544,075	58,087,275
Accounting expenses (depreciation / impairment losses)	951,495	-	951,495	871,815	803,045	739,835

18.7 Program 1: Administration Expenditure

NSFAS has allocated an overall budget of R849.6 million of which R730,7 million is allocated to Program one which will be used to support the organization's administrative functions, whilst R118.9 million is allocated to Program two. Key initiatives under Program one includes decentralization efforts, the implementation of the loan funding model, capacity building in human resources, and the rollout of the ICT strategy.

Table 6: Overall Program 1 Administration Expenditure Summary

Program 1: Summary R thousand	Medium-term expenditure estimate					
	2024/25	Adjustment	Revised Appropriation	2025/26	2026/27	2027/28
Finance	118,127	(32,190)	85,936	236,697	131,156	160,361
Human Resources	41,599	(1,049)	40,550	68,545	74,934	79,847
Governance, Risk and Compliance	96,013	27,481	123,494	133,318	141,606	150,410
Strategic Enablement	38,127	-	38,127	33,837	37,174	39,732
Chief Executive office	17,708	43,764	61,472	49,500	54,523	57,916
Corporate Service	82,711	5,939	88,650	94,167	90,431	96,086
Information Communication Technology	111,007	14,508	125,514	114,669	126,232	139,102
Total	505,292	58,453	563,745	730,733	656,056	723,454

Table 7: Expenditure Summary – Administration Finance Department

Program 1: Administration Finance R thousand	Medium-term expenditure estimate					
	2024/25	Adjustment	Revised Appropriation	2025/26	2026/27	2027/28
Expenditure:						
Compensation of employees	25,837	-	25,837	37,257	44,865	48,006
Goods and Services	92,290	(32,190)	60,099	81,407	86,291	92,629
Computer Services	22,899	(18,000)	4,899	5,193	5,505	5,835
Consultants	60,029	(14,190)	45,839	62,642	66,401	71,545
Travel and Subsistence	323	-	323	343	364	385
Other Goods and Services	9,038	-	9,038	13,229	14,023	14,864
Subtotal- Admin Budget	118,127	(32,190)	85,936	118,664	131,156	140,634
Payments for capital assets	-	-	-	118,033	-	19,727
Total - Administration Budget	118,127	(32,190)	85,936	236,697	131,156	160,361
Accounting expenses (depreciation / impairment losses)	6,570	-	6,570	6,964	7,382	7,825

Table 8: Expenditure Summary – Administration Human Resources Department

Program 1: Administration Human Resources	Medium-term expenditure estimate					
R thousand	2024/25	Adjustment	Revised Appropriation	2025/26	2026/27	2027/28
Expenditure						
Compensation of employees	21,092	-	21,092	38,950	41,676	44,593
Goods and Services	20,508	(1,049)	19,458	29,596	33,258	35,254
Communication	882	-	882	935	1,052	1,115
Computer Services	28	-	28	-	-	-
Consultants	15,157	(4,784)	10,374	19,996	21,196	22,468
Training and Staff Development	1,854	2,166	4,020	4,262	6,344	6,725
Travel and Subsistence	-	3,068	3,068	3,252	3,447	3,654
Other Goods and Services	2,585	(1,500)	1,085	1,151	1,220	1,293
Total - Administration Budget	41,599	(1,049)	40,550	68,545	74,934	79,847

Table 9: Expenditure Summary – Administration Governance, Risk and Compliance Department

Program 1: Governance, Risk and Compliance	Medium-term expenditure estimate					
R thousand	2024/25	Adjustment	Revised Appropriation	2025/26	2026/27	2027/28
Expenditure						
Compensation of employees	24,116		24,116	28,818	30,835	32,994
Goods and Services	71,897	27,481	99,378	104,500	110,770	117,417
Computer Services	884	-	884	937	993	1,053
Consultants	60,963	33,500	94,463	93,290	98,888	104,821
Travel and Subsistence	3,410	(2,551)	859	910	965	1,023
Other Goods and Services	6,641	(3,468)	3,172	9,363	9,925	10,520
Total - Administration Budget	96,013	27,481	123,494	133,318	141,606	150,410

Table 10: Expenditure Summary – Administration Strategic Enablement Department

Program 1: Strategic Enablement	Medium-term expenditure estimate					
R thousand	2024/25	Adjustment	Revised Appropriation	2025/26	2026/27	2027/28
Expenditure						
Compensation of employees	36,193	-	36,193	30,586	32,727	35,018
Goods and Services	1,934	-	1,934	3,250	4,446	4,714
Travel and Subsistence	1,934	-	1,934	2,050	2,173	2,304
Consultants	-	-	-	1,200	2,273	2,410
Total - Administration Budget	38,127	-	38,127	33,837	37,174	39,732

Table 11: Expenditure Summary – Administration Executive office Department

Program 1: Executive office	Medium-term expenditure estimate					
R thousand	2024/25	Adjustment	Revised Appropriation	2025/26	2026/27	2027/28
Expenditure						
Compensation of employees	8,133	23,957	32,090	11,333	12,126	12,975
Goods and Services	9,575	19,807	29,382	38,167	42,397	44,941
Communication	-	-	-	1,000	3,000	3,180
Consultants	2,679	20,907	23,586	6,501	6,891	7,304
Travel and Subsistence	6,336	(1,100)	5,236	5,550	5,883	6,236
Other Goods and Services	560	-	560	25,116	26,623	28,220
Total - Administration Budget	17,708	43,764	61,472	49,500	54,523	57,916

Table 12: Expenditure Summary – Corporate Services Department

Program 1: Corporate Service	Medium-term expenditure estimate					
R thousand	2024/25	Adjustment	Revised Appropriation	2025/26	2026/27	2027/28
Expenditure						
Compensation of employees	8,178	-	8,178	21,440	22,941	24,547
Goods and Services	74,533	5,742	80,274	62,726	67,490	71,539
Communication	-	(21,000)	6,843	6,253	7,628	8,086
Consultants	3,179	3,644	6,823	5,132	5,440	5,767
Lease Payments	26,958	571	27,529	28,851	30,582	32,417
Repairs and Maintenance	1,963	(1,037)	926	568	602	639
Travel and Subsistence	6,644	2,294	8,938	9,474	10,042	10,645
Other Goods and Services	7,946	21,270	29,216	12,448	13,194	13,986
Subtotal- Admin Budget	82,711	5,742	88,453	84,167	90,431	96,086
Payments for capital assets	-	Whilst 198	198	10,000	-	-
Total - Administration Budget	82,711	5,939	88,650	94,167	90,431	96,086

Table 13: Expenditure Summary – Information Communication Technology Department

Program 1: Information Communication Technology	Medium-term expenditure estimate					
R thousand	2024/25	Adjustment	Revised Appropriation	2025/26	2026/27	2027/28
Expenditure						
Compensation of employees	30,144	-	30,144	27,722	29,662	31,739
Goods and Services	73,047	14,706	87,752	84,947	91,450	101,936
Communication	2,120		2,120	2,247	2,382	2,525
Computer Services	32,775	2,706	35,480	52,639	57,203	65,634
Consultants	36,699	12,000	48,699	28,821	30,550	32,383
Lease Payments	720	-	720	463	491	520
Travel and Subsistence	733	-	733	777	823	873
Subtotal- Admin Budget	103,190	14,706	117,896	112,669	121,112	133,674
Payments for capital assets	7,816	(198)	7,619	2,000	5,120	5,427
Total - Administration Budget	111,007	14,508	125,514	114,669	126,232	139,102

18.8 Program 2: Student Centred Model Expenditure

The DHET has allocated R3.8 billion for student loans aimed at the “missing middle” category. These students come from families with a total household income ranging from R350,000 to R600,000 per year. According to estimates from the 2017 National Income Dynamics Study (NIDS), approximately 11% of households fall into this category. To date, R3.1 billion of this allocation has been received from the Department. The funds will be distributed in equal annual instalments of R950 million over a four-year period.

Additionally, NSFAS has earmarked R55.8 billion for student funding. This includes R39 billion for DHET university funding, R9.1 billion for DHET TVET funding, R1.9 billion for DHET loans, and contributions from other funders.

Furthermore, NSFAS has allocated an administration budget for program two of R118.9 million, the purpose of this budget is to strengthen the unit and support the smooth execution of student-centred model program. Key initiatives involve improving internal processes, technology infrastructure, and training staff, ultimately aiming to improve the efficiency and effectiveness of how student funding is managed and disbursed.

Table 14: Expenditure Summary – Core Business Department

Program 2: Operations	Medium-term expenditure estimate					
R thousand	2024/25	Adjustment	Revised Appropriation	2025/26	2026/27	2027/28
Economic Classification						
Current payments						
Compensation of employees	83,969	6,671	90,641	89,933	96,228	102,964
Goods and Services	54,051	(22,920)	31,131	28,999	30,739	32,583
Communication	36,674	(25,000)	11,674	12,375	13,117	13,904
Consultants	8,194	-	8,194	4,685	4,966	5,264
Travel and Subsistence	9,183	2,080	11,263	11,939	12,655	13,415
Subtotal - Administration Budget	138,020	(16,249)	121,772	118,932	126,967	135,548
Student Centred Financial Aid - Bursaries	52,807,745	13,280,848	66,088,593	55,841,669	54,761,052	57,228,273
Total - Administration Budget	52,945,766	13,242,556	66,210,365	55,960,601	54,888,019	57,363,820
Accounting expenses (depreciation / impairment losses)	944,925	-	944,925	864,851	795,663	732,010

18.9 Updated key risks and mitigations

Table 15: Updated key risks and mitigations

Outcome(s)	Key risks	Risk mitigations
An organisation that has modern day Information, Communication and Technology, is people-centred, has standard operating processes, and relevant tools of trade/ systems	<ul style="list-style-type: none"> Cybersecurity threats and data breaches Outdated or inadequate IT infrastructure Resistance to digital transformation System downtime affecting service delivery 	<ul style="list-style-type: none"> Implement robust cybersecurity measures (firewalls, encryption, regular security audits) Upgrade IT systems and continue investing in cloud-based solutions. Provide change management training for employees Implement disaster recovery and business continuity plans
An organisation with the right skills, culture and personnel to deliver on the strategy and mandate	<ul style="list-style-type: none"> Lack of necessary skills to execute its strategy effectively Employees may not embrace the desired values, leading to resistance to change and ultimately low staff engagement. High staff turnover, which could lead to disruptions of operations and loss of knowledge. Key-man dependencies Potential instability caused by poor leadership and lack of succession planning. Low staff engagement and lack of accountability may impact the success of the execution of the strategy negatively. 	<ul style="list-style-type: none"> Develop a robust talent acquisition and retention strategy, invest in continuous training and upskilling programs, and consider partnering with institutions for internship programmes. Embed a culture in leadership development, reinforce values through performance management, and conduct regular culture and engagement surveys. Implement competitive compensation and benefits framework. Create clear career progression paths and foster positive environment with strong leadership support. Implement leadership training programs, identify key leadership pipelines, and establish a structured succession planning process. Establish clear succession planning metrics, introduce incentives for high performance, and implement coaching and mentoring programs.
A student centric organization that enjoys the trust of stakeholders in the post school education and training sector and is focused on the development of South Africa's skills development strategy	<ul style="list-style-type: none"> Inaccurate means testing leading to funding misallocations Inefficiencies in application and approval processes Delayed Payments to students and institutions Fraudulent activities and misallocation of funds Inaccurate banking details provided by students, which will delay and impact the accuracy of disbursements Lack of trust and transparency with institutions and students Poor or lack of timely communication to stakeholders Limited collaboration with key partners 	<ul style="list-style-type: none"> Enhance verification processes using third-party data integration Implement budget management controls Automate and optimise the application process. Implement proper end-to end processes supported by modern technology to ensure the efficient & effective disbursement process Strengthen fraud detection and forensic audits Implement quality assurance measures to validate and verify banking details before disbursements. Implement a stakeholders engagement framework with regular consultations Improve communication channels (website, contact centre, social media) Establish joint working committees with key partners

Outcome(s)	Key risks	Risk mitigations
An institution that is financially sustainable, adheres to sustainability best practice and has long term financial accountability and viability.	<ul style="list-style-type: none"> Insufficient revenue or funding gaps affect sustainability. Poor financial controls can lead to financial loss Failure to adhere to regulations may result in penalties and reputational damage. Internal fraud or weak financial governance can impact sustainability. External economic downturns could impact financial sustainability. Poor cashflow management may lead to regulatory issues and reputational harm. 	<ul style="list-style-type: none"> Continue engagements with National Treasury and DHET for sustainable funding Expand revenue streams to build financial reserves and fund key projects. Implement austerity measures. Regularly review financial performance and conduct cost –benefit analysis for key projects. Strengthen internal financial controls, conduct regular compliance audits, and provide ongoing financial training and compliance training to employees. Implement robust fraud prevention mechanisms, conduct forensic audits, and establish whistleblowing mechanisms. Optimise working capital management, negotiate favourable payment terms, and maintain emergency cash reserves. Integrate ESG (Environment, Social, and Governance) principles, conduct sustainability impact assessments, and align financial decisions with long-term sustainability goals.
An institution that is led by accountable individuals and teams and is governed ethically.	<ul style="list-style-type: none"> Weak internal controls leading to mismanagement Lack of accountability and ethical leadership Non-compliance with applicable laws and regulations Leadership instability 	<ul style="list-style-type: none"> Implement robust governance structures aligned with the PFMA, KING IV principles, and National Treasury guidelines. Establish the Board and ensure stability by appointing qualified, experienced, and ethical individuals to key positions. Define roles and responsibilities, and authority levels through delegations of authority framework Strengthen compliance monitoring and internal audits Conduct regular governance training for leadership and employees

19. Public-Private Partnerships

Table 16: Public-Private Partnerships

PPP name	Purpose	Outputs	Current value of the agreement	End-date of agreement
CATHSSETA	Bursary Management: Arts, Culture, Hospitality, Sports	Student funding	N/A	2027
DBE (FUNZA)	Bursary Management: Initial Teacher qualification	Student funding	1,2 billion	Open-ended
DBE	Application Data – Information	Determination of Secondary education	N/A	N/A
DALLRD	Bursary Management: Agriculture	Student funding	96 million	2027
DHA – Home Affairs	Application Data – Information	Determination of Citizenship status	N/A	N/A
DMV	Bursary Management: Military Veterans	Student funding	52 million	2025
DOJ&CD (TRC)	Bursary Management: TRC-identified victims	Student funding	35 million	Government Notice R1303
DOL (COID)	Bursary Management: COID beneficiaries	Student funding	305 million	2025
DSD (SASSA)	Data – Information Social grants	Financial Eligibility Assessment	N/A	N/A
FP&M SETA	Bursary Management: Fibre, Processing, Manufacturing	Student funding	2 million	2026
MERSETA	Bursary Management: Manufacturing, Engineering and assoc. Programs	Student funding	300 million	2026
NSF GEN	Bursary Management: STEM	Student funding	200 million	Open-ended
SAICA	Co-funding: Accountancy	Student funding	142 million	2026
SAADP	Co-funding: Actuarial Sciences	Student funding	7 million	2028
WR SETA	Internship	Resourcing and capacity	2.5 million	2026

Part D:

Technical Indicator Description



20. Technical Indicator Description

Program 2: Student Centred Model Technical Indicator Descriptions

KPI 1.1: A revised Business Operating Model, approved by the accounting authority

Indicator title	A revised Business Operating Model, approved by the accounting authority
Indicator narration	<p>This indicator aims to measure how NSFAS organisational strategy turns into actions and how organisational functions create student centric value.</p> <p>Once the plan is approved, the implementation percentage of the plan will be measured in subsequent reporting years under a new KPI introduced in 2026/27.</p>
Definition	<p>Business Operating Model: A document aligned to the 2025-2030 PSET strategic vision which will encompass the following:</p> <ol style="list-style-type: none"> 1. A NSFAS holistic fit-for-purpose Value Proposition 2. Core Capabilities 3. Core Business Processes (Processes) 4. Technology (Systems) 5. Organisational Structure (People - using the agile methodology to support decentralisation) 6. A policy suite that has been reviewed and compliant, to ensure; legal compliance, support the strengthening of internal controls to minimise legal, operational and reputational risks.
Source of data	<ol style="list-style-type: none"> 1. Evidence of approval by the accounting authority (minutes or signed documents) 2. Final approved version of the Revised Business Operating Model may include multiple supporting annexures.
Method of calculation or assessment	A revised Business Operating Model, approved by the accounting authority.
Means of verification	<ol style="list-style-type: none"> 1. Evidence of approval by the accounting authority (minutes or signed documents) 2. Final approved version(s) of the Business Operating Model may include multiple supporting annexures. 3. Evidence of any other reviews and approvals that the document(s) went through before being submitted to the accounting authority for approval.
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable as the intention is not to produce and approve separate documents related to specific beneficiaries, but rather the organisation as a whole.
Spatial transformation (where applicable)	Not applicable as the intention is not to produce and approve separate documents related to specific areas or provinces, but rather the organisation as a whole.
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is the same as targeted performance
Indicator responsibility	Chief Executive Officer

KPI 1.2: Percentage implementation of the accounting authority approved governance work plan.

Indicator title	Percentage implementation of the accounting authority approved governance work plan.
Indicator narration	<p>This indicator measures the proportion of governance structures (e.g. The Board and Sub-committees of the Board) that have convened and conducted their meetings according to their respective charters or terms of reference (ToRs) and have implemented their activities in accordance with their respective workplans.</p> <p>In future periods this indicator will be enhanced to not only measure that meetings were held, but that the governance structures are effective, delivering on their workplans, providing sufficient strategic direction, improving accountability in the organisation and impacting the success of NSFAS to deliver on its mandate.</p> <p>A NSFAS Board was established on 18 February 2025.</p>
Definition	<p>Accounting authority:</p> <p>The NSFAS Board referred to in section 3(2) of the NSFAS Act 56 of 1999 as amended.</p> <p>Governance workplan:</p> <p>A structured document that outlines the key activities, objectives, timelines, and responsibilities of a committee for a specific period, typically a year. It serves as a roadmap to ensure the committee fulfils its mandate as defined in its charter or terms of reference</p> <p>Governance structure:</p> <p>The board and board sub-committees.</p> <p>Convened:</p> <p>A governance structure meeting is considered to have been “convened” if the meeting:</p> <ul style="list-style-type: none"> - meets attendance requirements (quorum) - and the company secretary confirms that the agenda was sufficiently dealt with <p>Sub-committees:</p> <p>Committees established by the Board in terms of section 10; 11 and 12 of the NSFAS Act 56 of 1999.</p>
Source of data	<ol style="list-style-type: none"> 1. Approved charters/terms of reference for all governance structures 2. Workplans for all governance structures 3. Meeting agendas for all governance structures 4. Meeting attendance register for all governance structures 5. Meeting minutes and resolution register.

Method of calculation or assessment	<p>The numerator divided by the denominator expressed as a percentage.</p> <p>Numerator:</p> <p>Count of all planned meetings, that were convened by governance structures, in the financial year.</p> <p>Denominator:</p> <p>Count of all planned meetings, for the financial year.</p> <p>If any special meetings are held, and these meetings were not planned. These meetings are not counted in the numerator nor the denominator.</p>
Means of verification	<ol style="list-style-type: none"> 1. A report, produced by the company secretary, performing the method of calculation. 2. Approved charters/terms of reference for all governance structures 3. Workplans for all governance structures 4. Meeting agendas for all governance structures 5. Meeting attendance register for all governance structures 6. Approved governance workplan, that specifies the number of planned meetings for each governance structure for the financial year.
Assumptions	<p>All governance structures have approved and have up-to-date charter/ToRs.</p> <p>Meetings are scheduled and executed as per workplans.</p> <p>Accurate and timely documentation of meetings is maintained.</p>
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	Not Applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Actual performance is the same as targeted performance
Indicator responsibility	Company Secretary

KPI 1.3: Number of stakeholder management and communication reports approved by the CEO.

Indicator title	Number of stakeholder management and communication reports approved by the CEO.
Indicator narration	<p>NSFAS has numerous stakeholders with varying power, influence and roles. This indicator aims to measure whether regular stakeholder management practices are being performed.</p> <p>Regular stakeholder management and communication reports are expected that will move NSFAS from a more reactive state, (stakeholder requests drive NSFAS actions) to a proactive state, where NSFAS anticipates stakeholders' needs and appropriately plans resources and activities to meet those needs on time.</p>
Definition	<p>Each stakeholder management and communication report includes the following consolidated items:</p> <p>A written report that at minimum outlines the following:</p> <ul style="list-style-type: none"> - Identifies all stakeholders, including internal and external stakeholders - The role of each stakeholder - Analyses stakeholders' needs, interests, and preferences - Maps stakeholders' relationships to each other and to key criteria - The power of each stakeholder - The influence of each stakeholder - Prioritises stakeholders based on their importance to the project - Strategies how to engage stakeholders, including: <ul style="list-style-type: none"> ---> the level of support required by each stakeholder and when that support is to be provided ---> The schedule for involving each stakeholder; and - Monitors and reports on stakeholder engagement which may include: <ul style="list-style-type: none"> ---> The impact of any projects on each stakeholder ---> Future actions to be taken - a section that aggregates monthly reports on the media and communication environment capturing the recent perceptions of NSFAS by the public
Source of data	Stakeholder management and communication reports approved by the CEO
Method of calculation or assessment	A count of the number of stakeholder and communication management reports that have been approved by the CEO
Means of verification	<p>The Stakeholder Management and communication reports include sufficient detail and analysis per the definition.</p> <p>Evidence that the Stakeholder Management and communication report has been approved by the CEO</p>
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable.

Spatial transformation (where applicable)	Not applicable.
Calculation type	Cumulative (year-to-date)
Reporting cycle	Bi-annual
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Corporate Service Executive

KPI 1.4: Organizational risk maturity level

Indicator title	Organisational risk maturity level
Indicator narration	<p>This indicator measures the organisation's progress in improving its risk maturity level based on the National Treasury's risk Maturity Model.</p> <p>The indicator measures the effectiveness of risk management improvements over time</p> <p>Measures the organisation's ability to effectively identify, assess, mitigate, and monitor risks, based on a predefined risk maturity model that evaluates governance, processes, culture, and integration of risk management practices.</p>
Definition	<p>Organisation risk maturity level:</p> <p>The outcome of the risk maturity model (assessment). The possible levels are as follows:</p> <p>Level 1 - Initial</p> <p>Level 2 - Developing (Fragmented)</p> <p>Level 3 - Established (Defined / Managed)</p> <p>Level 4 - Embedded (Integrated / Predictive)</p> <p>Level 5 - Optimised (Advanced/ Transformational)</p> <p>Risk maturity model:</p> <p>An assessment performed on the organisation in line with National Treasury's risk Maturity Model</p>
Source of data	<p>The risk maturity model (assessment) uses the following reports when concluding on the entity's risk maturity level:</p> <ul style="list-style-type: none">- internal risk management reports- independent risk maturity assessment reports- self – assessment reports- reports from internal audit- management and audit reports from AGSA
Method of calculation or assessment	<p>The risk maturity level is assessed using the National Treasury's risk Maturity Model</p> <p>The model must be completed at least annually and submitted via the National Treasury website. The final level provided by the model is the risk maturity level achieved by the entity for the financial period.</p> <p>If the entity completes the National Treasury's risk Maturity Model questionnaire multiple times in the financial period, the latest results (level achieved) may be used.</p>

Means of verification	<p>1. Copy of the answers provided via the National Treasury's risk Maturity Model (online questionnaire)</p> <p>2. Supporting evidence for each answer provided.</p> <p>3. Copy of the report/results of completing the online questionnaire that clearly indicates the date the questionnaire was completed and the final level achieved.</p>
Assumptions	That the National Treasury's risk Maturity Model (online questionnaire) will be available for completion and the NT website will not be down/inaccessible.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Risk Legal and Compliance Executive

KPI 1.5: The audit outcomes regarding the annual financial statements, annual performance report and compliance with legislation.

Indicator title	The audit outcomes regarding the annual financial statements, annual performance report and compliance with legislation.
Indicator narration	<p>The AGSA audit report provides opinions and outcomes on the following areas:</p> <ul style="list-style-type: none"> - Audit of the financial statements - Audit of compliance (including supply chain management) - Audit of the annual performance report <p>The audit outcomes on these three areas provide an external opinion on the effectiveness and efficiency of corporate governance and leadership.</p>
Definition	<p>The audit outcomes:</p> <ul style="list-style-type: none"> - Outcomes specified in the AGSA audit report for the previous financial year. <p>For the financial period ended 31 March, the audit report is required to be finalised by 31 July. Therefore, in the reporting period, the reported performance will relate to the audit outcome of the previous financial year.</p>
Source of data	The signed audit report on the audit of the NSFAS by the AGSA for the previous financial year, as this is the report expected to be finalised by the reporting date.
Method of calculation or assessment	<p>The signed audit report communicated by the AGSA is to be inspected and the outcome relating to the financial statements is to be identified from the "Report on the audit of the financial statements" section.</p> <p>Further inspect the "Report on the audit of the annual performance report" and "Report on compliance with legislation" sections to identify if any findings were identified by the AGSA.</p> <p>Audit outcomes can be one of the following:</p> <ul style="list-style-type: none"> - Disclaimer of opinion on the financial statements with findings on the audit of compliance and/or the audit of the annual performance report (most negative) - Adverse opinion on the financial statements with findings on the audit of compliance and/or the audit of the annual performance report - Qualified opinion on the financial statements with findings on the audit of compliance and/or the audit of the annual performance report - Unqualified opinion on the financial statements with findings on the audit of compliance and/or the audit of the annual performance report - Unqualified opinion on the financial statements with no findings on the audit of compliance and/or the audit of the annual performance report (most positive)
Means of verification	Signed AGSA audit report.
Assumptions	That the audit report for the previous financial period will be signed and communicated to NSFAS by 31 March.
Disaggregation of beneficiaries (where applicable)	Not applicable as the audit outcome is not disaggregated.

Spatial transformation (where applicable)	Not applicable as the audit outcome is not disaggregated.
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Chief Financial Officer, Strategic Enablement Executive

KPI 1.6: Total amount of cash receipts allocated to loan book debtors in the current financial year, to reduce or settle outstanding loan book balances.

Indicator title	Total amount of cash receipts allocated to loan book debtors in the current financial year, to reduce or settle outstanding loan book balances.
Indicator narration	The indicator measures the amount of funds raised from loan recoveries to fulfil the NSFAS legislative mandate to recover loans and raise funds. Recovered loans may be used to fund future students and contribute to a diversified funding pool and the sustainability of NSFAS.
Definition	<p>Cash receipts:</p> <ul style="list-style-type: none"> - payments from debtors via debit orders or EFTs, - bulk payments from debtors' employers via salary deductions, - payments from other entities who wish to settle, or part pay the outstanding balances of behalf of loan holders and may provide NSFAS will a detailed list of loan accounts or ID numbers and the amounts to apply - payments received via NSFAS Fundraising for the purposes of part-payment or settlement of debtor loan accounts <p>Allocated: where the cash receipt was:</p> <ul style="list-style-type: none"> - processed against a debtor's loan account(s) on the loan management system, if a formal loan management system is in use OR - linked to a debtor's ID number, but not yet necessarily processed against their account due to a formal loan management system not being in use <p>Loan book debtor:</p> <ul style="list-style-type: none"> - an individual who received a NSFAS loan for study purposes, and; - at the beginning of the financial year had an outstanding balance payable to NSFAS on the original loan amount (after taking into account bursary conversions, interest, COP adjustments and repayments). <p>In the current financial year:</p> <ul style="list-style-type: none"> - All cash receipts received within the financial year, that can be linked to loan holder accounts or their ID numbers, by the end of the financial year - All cash receipts received in previous financial years, that could not be previously linked to any loan holder accounts or their ID numbers, but can now be linked by the end of the financial year <p>To reduce or settle outstanding student loan book balances:</p> <ul style="list-style-type: none"> - if it is identified that a debtor overpaid their account, and is due a refund, then the amount to be refunded should not be included in the total for this KPI

Source of data	<p>1. Current year bank statements wherein EFT deposits, debit order payments, Qlink Employer Deductions, and Other Employer Deductions, and refunds relating to student loan repayments, are reflected. Once the repayments (or refund) from loan account holders are identified, these are moved to a new schedule and labelled as either allocated or unallocated depending on whether an ID number could be linked to the repayment.</p> <p>2. Schedule of unallocated loan account holder repayments from prior years bank statements. This will be used to identify any unallocated repayments from prior years that were allocated in the current financial year.</p> <p>3. Current year bank statements wherein other entities, funders, or institutions have deposited funds into an NSFAS bank account for the purpose of settling student loan account debt. The payment is only counted towards this KPI if it is linked to a detailed schedule of which debtor's accounts the funds must be allocated to for settlement and the amount of the settlement.</p>
Method of calculation or assessment	<p>Total amount in monetary value terms:</p> <p>Total cash receipts, received in the current year, from loan book debtors, which are allocated to ID numbers of loan account holder(s) in the current financial year.</p> <p>PLUS</p> <p>Total of unallocated loan repayments from prior years that were allocated to loan accounts in the current financial year.</p> <p>LESS</p> <p>Any refunds paid in the current financial year to debtors who overpaid their account and were due a refund if the overpayment has already been included above or in a previous financial period. i.e. If the debtor overpaid their account in a previous financial year, but it was only identified in the current year that a refund is due and the refund was paid in the current year, then the current year total for this KPI should be reduced by the amount to be refunded.)</p>

Means of verification	<p>1. Register/schedule of all cash received from loan book debtors as at 31 March, with the following fields at a minimum: - Date received - Date allocated to a Loan book debtor ID number - Loan book debtor ID number</p> <p>2. Register/schedule of all refunds to loan book debtors made between 1 April and 31 March</p> <p>3. Current year bank statements wherein loan book debtor repayments and any refunds are reflected</p> <p>4. Evidence of: - how the final reported performance was calculated - reviews and approvals in line with any standard operating procedures.</p>
Assumptions	That when a payment is received and the payment reference is the ID number of a loan account holder, the payment is from the person with that ID number and is for settlement towards their loan account and not a donation to NSFAS for future students.
Disaggregation of beneficiaries (where applicable)	Not applicable as the indicator goal is not to measure the receipt of funds from specific groups, such as women, youth or people with disabilities, but rather all receipts from all loan book debtors.
Spatial transformation (where applicable)	Not applicable as the indicator goal is not to measure the receipt of funds from specific areas, but rather all receipts from all loan book debtors, regardless of province or location.
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Chief Financial Officer

KPI 1.7: Loan Management Strategy approved by the accounting authority

Indicator title	Loan Management Strategy approved by the accounting authority
Indicator narration	<p>The KPI measures the development and approval of a Loan Management Strategy</p> <p>The development of a loan management strategy is critical to improve the effectiveness and efficiency of managing and recovering loans.</p> <p>Once the strategy is approved, the success of the implementation will be measured through increases in recoveries of loans and increase in number of new loans issued.</p>
Definition	<p>A loan management strategy is a structured plan and approach designed to effectively manage and recover loans over time.</p> <p>The key components of the strategy include:</p> <ul style="list-style-type: none"> Developing standard operating procedures for the application processing, approval and payment of new loans Managing the loan book data, tracking loan balances, actuarial valuation process and reporting requirements Recoveries strategy for increasing recovery of loans, including any associated budget Proposing repayment plans to be offered to debtors Management of policy changes. <p>Approved means accepted and authorised by the accounting authority.</p>
Source of data	Evidence of approval by the executive authority (signed document) on the final version of the loan management strategy.
Method of calculation or assessment	The loan management strategy approved by the accounting authority.
Means of verification	Evidence of approval by the executive authority (signed document) on the final version of the loan management strategy.
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is the same as targeted performance.
Indicator responsibility	Chief Financial Officer

KPI 1.8: Sign off on close-out project (COP) reconciliations

Indicator title	Sign off on close-out project (COP) reconciliations
Indicator narration	<p>The Close Out Project has not been completed since 2017, meaning that the underpayments and overpayments since 2017 have not been finalised or estimated to a degree that produces accurate assets and liabilities in the financial statements.</p> <p>This has resulted in poor audit outcomes and financial statements that are not sufficiently useful for users of the financial statements and their decision making.</p> <p>The Close Out Project therefore needs to urgently be caught up and historic years closed and finalised as soon as possible to improve the audit outcome.</p>
Definition	<p>Close Out Project (COP):</p> <p>The Close Out Project refers to the reconciliation process between NSFAS and the 76 institutions (50 TVET colleges and 26 Universities) wherein for each academic year, the amounts disbursed are reconciled against the costs of study of each student. The close out project then calculates any overpayments or underpayments on a student level, which can be aggregated to an institution level per academic year.</p> <p>Sign off refers to signing off on an agreement between NSFAS and the institutions on the assets (Amounts owed to NSFAS) and liabilities (Amounts owed to the institutions) based on the results of the COP for a given academic period and given institution.</p> <p>The signed agreements are binding on both the institution and NSFAS.</p> <p>Sign-off will only proceed with institutions who have submitted validated final actual cost of study data by the cut-off date each year.</p> <p>The cut-off date for receiving FCOS data is communicated to institutions annually.</p> <p>For those institutions who have not submitted final actual cost of study data by the cut-off date, or where the submitted data could not be validated, the assets and liabilities will be estimated based on registration data submitted at the beginning of the year, but sign-off will not be pursued due to the risk that there are greater amounts owed back to NSFAS (unspent amounts) that are not known as the institution did not provide validated final actual costs of study data.</p>
Source of data	<p>The signed Close Out Agreements between NSFAS and the institutions.</p> <p>A listing of all institutions that have submitted validated final actual costs of study (FCOS) data by the cut-off date, and for which academic years</p>

Method of calculation or assessment	<p>The numerator divided by the denominator expressed as a percentage.</p> <p><u>Numerator:</u></p> <p>A count of all signed off agreements between NSFAS and institutions for the applicable academic periods.</p> <p>(If an agreement covers more than one academic year, then each academic year in the agreement is counted separately)</p> <p><u>Denominator:</u></p> <p>A count of academic years per institution, where the institution has submitted validated final actual cost of study (FCOS) data by the cut-off date.</p> <p><u>Applicable academic years:</u></p> <p>For the 2025/26 APP period, the COP refers to the academic periods from 2017 to 2023.</p> <p>For the 2026/27 APP period, this KPI measures signed off agreements relating to the 2024, 2025 and 2026 academic periods.</p> <p>For the 2027/28 APP period, this KPI measures signed off agreements relating to the 2027 academic period.</p> <p><u>Example:</u></p> <p>If by the end of 2025/26:</p> <ul style="list-style-type: none"> 20 institutions have submitted validated FCOS data for all academic years 2017 to 2023 by the cut-off date 10 institutions have submitted validated FCOS data only for 2017 to 2019 by the cut-off date 30 institutions submitted FCOS data for 2017 to 2023 by the cut-off date, but it included errors and could not be validated 16 institutions did not submit FCOS data at all by the cut-off date The denominator will be $(20 \times 7 \text{ years}) + (10 \times 3 \text{ years}) = 170$ <p><i>(The non-valid submissions and non-submitting institutions will not be included in the denominator)</i></p>
Means of verification	<p>The signed Close Out Agreements between NSFAS and the institutions.</p> <p>A listing of all institutions that have submitted validated final actual costs of study (FCOS) data by the cut-off date, and for which academic years</p>

Assumptions	<p>The following assumptions are applicable:</p> <ul style="list-style-type: none"> After the institutions have submitted the required full cost of study data, the institution and NSFAS will sign the agreement. There is sufficient capacity (people) at both the institutions and NSFAS to facilitate the reconciliation process Direct data extraction through the respective service providers (TVET) Institutions submit valid data to pass the validation test. The sample students' statements tested agrees to the full cost of study data. Participation and collaboration with institutions
Disaggregation of beneficiaries (where applicable)	Not applicable as the sign off on reconciliations is not disaggregated.
Spatial transformation (where applicable)	Not applicable as the sign off on reconciliations is not disaggregated.
Calculation type	Cumulative
Reporting cycle	Annual
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Chief Financial Officer

KPI 1.9: Methodology of annual reconciliations with institutions approved by the CEO

Indicator title	Methodology of annual reconciliations with institutions approved by the CEO
Indicator narration	This KPI measures the establishment and formal approval of the reconciliation methodology between NSFAS and participating institutions on an annual basis. It ensures that the process for reconciling financial records, student funding, and other related data is consistent and accurate.
Definition	<p>This methodology of annual reconciliations with institutions is a document setting the framework for how institutions will report, track, and reconcile funding and financial transactions with NSFAS over the course of the academic period.</p> <p>Approved means accepted and authorised by the CEO.</p>
Source of data	The approved methodology of Annual Reconciliations with institutions
Method of calculation or assessment	Approved methodology of annual reconciliations with institutions approved by the CEO.
Means of verification	Evidence of approval or acceptance by the CEO (minutes or signed documents)
Assumptions	<p>The following assumptions are applicable:</p> <ul style="list-style-type: none">Participation and collaboration with institutions to obtain buy-in into the process and to confirm the final methodology caters for the processes and operations of the institutions
Disaggregation of beneficiaries (where applicable)	Not applicable as the Approved methodology of Annual Reconciliations with institutions is not disaggregated.
Spatial transformation (where applicable)	Not applicable as the Approved methodology of Annual Reconciliations with institutions is not disaggregated.
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Chief Financial Officer

KPI 1.10: Organisational design and realignment report approved by the accounting authority

Indicator title	Organisational design and realignment report approved by the accounting authority
Indicator narration	<p>NSFAS has undergone significant unplanned change over the past several years. This has impacted the human resources functioning of the entity.</p> <p>This indicator aims to propose an approach for the redesign of the organisation and realignment of people related activities within the entity.</p> <p>The organisational design and realignment report will initially be submitted in draft format for consultation, followed by a final report as approved by the NSFAS Board.</p> <p>Implementation of the NSFAS Board approved organisation design and realignment report will take place in successive years, following the current APP period.</p> <p>To meet the targeted deadline and ensure a high-quality report the following is recommended:</p> <ul style="list-style-type: none">a terms of reference for the organisation design and realignment report should be submitted to the CEO by the end of Q1 of the 2025/2026 financial year.a draft version of the Model should be submitted to the CEO by 31 July 2025
Definition	<p>The organisational design and realignment report is a plan that proposes interventions geared towards improvements in entity design and the realignment of key human resources activities, resulting in an organisation with the right skills, culture and personnel, in order to deliver on the entity strategy and mandate.</p> <p>The following key human resources focus areas for design and realignment, will form part of the report:</p> <ol style="list-style-type: none">Culture assessmentSkills auditJob architecture (including job profiling, job descriptions and job evaluation)TrainingPeople with disabilities <p>The report will include the terms of reference for each focus area, if applicable, as well as the proposed targets for achievement.</p> <p>The report must be approved by the Accounting Authority in the current financial year, in order for implementation to commence in the following financial year.</p>
Source of data	The organisation design and realignment report approved by the Accounting Authority.

Method of calculation or assessment	1. Evidence of approval by the accounting authority (minutes or signed documents) 2. Final approved version of the Organisational design and realignment report
Means of verification	The organisation design and realignment report include sufficient detail and analysis on the human resources focus areas identified in the definition. Evidence that the organisation design and realignment report has been approved by the Accounting Authority by the end of Q2 (30 September 2025) of the 2025/2026 financial year.
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-date)
Reporting cycle	Annual
Desired performance	Actual performance is equal to targeted performance
Indicator responsibility	HR Executive

KPI 1.11: Organisational ICT digital transformation strategy approved by the accounting authority

Indicator title	Organisational ICT digital transformation strategy approved by the accounting authority
Indicator narration	<p>This KPI is crucial to prioritise the development and approval of an ICT Digital Transformation Strategy that enhances NSFAS's technological infrastructure, systems, and processes.</p> <p>The ICT Digital Transformation Strategy is expected to consider implementing an ERP Solution, CRM, cloud infrastructure, block chain integration cybersecurity, digitisation, and AI-driven data systems to support improved organisational performance and strengthen organisational capability.</p> <p>The strategy should ideally be consulted on and approved by the Accounting Authority by 30 September 2025, in order for implementation to commence before the end of the financial year, and to provide sufficient time to develop a new KPI in the 2026/27 APP that measures the implementation progress against the roadmap in the approved strategy.</p>
Definition	<p>The ICT Digital transformation strategy is a comprehensive plan that outlines how NSFAS will leverage digital technologies to improve its operations, processes, activities, and business models, which includes the process of drafting, consulting, finalising, and approving a comprehensive ICT digital strategy that will guide the modernisation of NSFAS's digital systems and improve internal capabilities.</p> <p>The strategy will be supported by a roadmap designed to shift the organisation purposefully toward a positive future state that serves primarily the digital needs of students and stakeholders.</p> <p>The design, approval, and execution of a digital transformation strategy incorporating:</p> <ul style="list-style-type: none"> • Business needs analysis • ERP & CRM system requirements • ERP & CRM integration • Cloud storage & ICT infrastructure • Cybersecurity and fraud detection systems • Digitisation of records and internal processes • AI-powered data management systems • Adoption of blockchain technology to ensure secure, transparent, and immutable transactions and data sharing, aligned with relevant South African digital and data privacy regulations
Source of data	Organisational ICT digital transformation strategy (including roadmap) approved by the accounting authority
Method of calculation or assessment	Organisational ICT digital transformation strategy (including roadmap) approved by the accounting authority.
Means of verification	Approved strategy, progress reports, signed contracts, live system demos, and deployment logs.

Assumptions	<ul style="list-style-type: none">• Provided ICT projects budget is provided and SCM processes are functioning• Blockchain adoption will consider guidelines from the Department of Communications and Digital Technologies and evolving government digital transformation frameworks.• Implementation of blockchain technology within NSFAS comply with relevant South African regulations, including the Protection of Personal Information Act (POPIA), etc., the Electronic Communications and Transactions Act (ECTA), and the Cybercrimes Act.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-date)
Reporting cycle	Annual
Desired performance	Actual performance is the same as targeted performance
Indicator responsibility	Chief Information Officer

KPI 1.12: The accounting authority-approved eligibility criteria and conditions for financial aid (if changes are made), submitted to the Minister for concurrence.

Indicator title	The accounting authority-approved eligibility criteria and conditions for financial aid (if changes are made), submitted to the Minister for concurrence.
Indicator narration	<p>The NSFAS act requires NSFAS to:</p> <p><i>“To develop criteria and conditions for the granting of loans and bursaries to eligible students in consultation with the Minister”</i></p> <p>If NSFAS wishes to implement changes to the eligibility criteria and conditions for financial aid, but has not obtained concurrence from the minister, any bursaries paid to students against eligibility criteria and conditions that the minister did not formally concur with, may be required to be disclosed as irregular expenditure as consultation with the minister is a legislated requirement.</p> <p>The NSFAS Eligibility Criteria and Conditions for Financial Aid are developed by NSFAS and submitted to the Minister of Higher Education and Training for consultation and concurrence.</p> <p>Once finalised, the eligibility criteria and conditions, also known as guidelines, serve as the guiding documents that regulate the criteria and conditions for NSFAS funding for both loans and bursaries. The aim of this indicator is to ensure that the rules and qualifying criteria applicable to a specific academic year are clearly set (before the start of the academic year) and appropriately consulted with the Minister, to enable smooth management of the financial aid scheme and compliance with the NSFAS Act.</p> <p>Where changes to the prior year eligibility criteria and conditions are necessary, the documents must be updated and submitted to the Minister. If no changes from the prior year are necessary, then the documents do not need to be resubmitted.</p>
Definition	<p>Accounting authority approved:</p> <p>Before submission to the minister, the eligibility criteria and conditions, and funding table of allowances must be approved by the accounting authority.</p> <p>Eligibility Criteria and Conditions for Financial Aid:</p> <p>A policy document that regulates the criteria and conditions for NSFAS funding. This document may be one consolidated document or submitted as separate documents split between Loans Eligibility Criteria and Conditions and Bursary Eligibility Criteria and Conditions.</p> <p>Submitted to the Minister for concurrence:</p> <p>Official submission to the Minister of Higher Education and Training requesting concurrence</p>
Source of data	<p>1. Evidence of approval by the accounting authority (minutes or signed documents)</p> <p>2. Final approved version of the NSFAS Funding Table of Allowances for the next academic year. If there are separate documents for Loans and Bursaries, both must have been submitted by the deadline.</p> <p>3. Proof of official submission of the NSFAS Eligibility Criteria and Conditions for Financial Aid (if changes made)</p>

Method of calculation or assessment	If the NSFAS Eligibility Criteria and Conditions for Financial Aid documents pertaining to bursaries and loans (if changes made) to the Minister were submitted to the Minister before the annual target date, then achievement of this indicator may be reported.
Means of verification	Same as source of data.
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is the same as targeted performance
Indicator responsibility	Strategic Enablement Executive

KPI 1.13: Sustainable funding framework approved by the Accounting Authority

Indicator title	Sustainable funding framework approved by the Accounting Authority
Indicator narration	<p>To explore possible funding models that will support the sustainability of NSFAS.</p> <p>The sustainable funding framework seeks to outline:</p> <ul style="list-style-type: none"> How NSFAS will ensure compliance with the below function included in the NSFAS act: <i>"The functions of NSFAS include... raising funds as contemplated in section 14(1);</i> <p><i>Section 14(1) further specifies the sources of funds as:</i></p> <ul style="list-style-type: none"> <i>Money appropriated by Parliament;</i> <i>Donations or contributions;</i> <i>Interest;</i> <i>Money repaid or repayable by borrowers; and</i> <i>Any other income received by the NSFAS"</i> How the financial aid scheme will ensure long-term financial support that will contribute toward facilitating access into higher education and training and directly responds to the Mid-Term Target "New model for NSFAS established" as stated in the Medium Term Development Plan 2024-2029.
Definition	<p>Sustainable funding framework will be a document compiled that explores the diverse funding sources, resource management and long-term funding sources.</p> <p>In order to ensure the final version is of sufficient quality, a draft document will be compiled for internal consultation and submitted to the Board for approval</p> <p>The achievement indicator is measured at the stage when the document had been approved by the Board.</p>
Source of data	Sustainable Funding framework approved by the Board
Method of calculation or assessment	If the NSFAS Sustainable Funding framework documents were approved by the Board within the financial year, then achievement of this indicator may be reported.
Means of verification	Minutes/resolutions of the board, reflecting approval of the Sustainable Funding framework
Assumptions	None
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non- cumulative
Reporting cycle	Annual
Desired performance	Actual performance is equal to targeted performance
Indicator responsibility	Strategic Enablement Executive

KPI 1.14: A research strategy and plan, approved by the accounting authority.

Indicator title	A research strategy and plan, approved by the accounting authority.
Indicator narration	<p>The NSFAS act specifies that one of the mandates of NSFAS is:</p> <p><i>“to maintain and analyse a database and undertake research for the better utilisation of financial resources;”</i></p> <p>In order to deliver on this mandate effectively, a research strategy and plan (informed by the data management strategy and plan) is required to outline the research topics and identification of collaborators, which will lead to better utilisation of financial resources and contribute towards the funding policy landscape.</p> <p>A research plan specifies how the research strategy is to be rolled out in terms of timelines, responsible persons and project management.</p> <p>Execution of the research strategy via the research plan, aims to produce a high-quality, reliable and complete research reports that can appropriately inform policy briefs for the better utilisation of NSFAS funds and resources.</p> <p>This indicator aims to measure whether a research plan and strategy are produced, reviewed, submitted for accounting authority approval and approved. Once the plan is approved, the implementation percentage of the plan will be measured in subsequent reporting years.</p>
Definition	<p>Research Strategy:</p> <p>A framework that guides the organisation’s research activities. It is designed to ensure that research is conducted in a systematic, rigorous and transparent manner and that it informs policy decisions and improves the overall effectiveness of the organisation.</p> <p>The strategy will outline the research topics and identification of collaborators, which will lead to better utilisation of financial resources and contribute towards the funding policy landscape.</p> <p>Research plan:</p> <p>Specifies how the research strategy is to be rolled out in terms of:</p> <ul style="list-style-type: none"> - timelines for executing the strategy - specific research topics - responsible persons and - project management - budget implications
Source of data	<p>1. Evidence of approval by the accounting authority (minutes or signed documents)</p> <p>2. Final approved version(s) of the Research Strategy and Research Management Plan. Can be in a single document or separate documents.</p>

Method of calculation or assessment	<p>The Research Strategy and Research Management Plan were approved by 30 June 2025.</p> <p>If two separate documents are produced, both must be approved for the achievement to be recorded.</p>
Means of verification	<p>1. Evidence of approval by the accounting authority (minutes or signed documents)</p> <p>2. Final approved version(s) of the Research Strategy and Research Plan. Can be in a single document or separate documents.</p> <p>3. Evidence of other reviews and approvals that the document(s) went through before being submitted to the accounting authority for approval.</p>
Assumptions	That sufficient personnel capacity and/or budget exists to prepare the strategy and plan.
Disaggregation of beneficiaries (where applicable)	Not applicable as the intention is not to produce and approve separate strategies and separate plans related to specific beneficiaries, but rather data as a whole.
Spatial transformation (where applicable)	Not applicable as the intention is not to produce and approve separate strategies and separate plans related to specific regions or provinces but rather data as a whole.
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is the same as targeted performance
Indicator responsibility	Strategic Enablement Executive

KPI 1.15: Level of BBBEE compliance (NSFAS)

Indicator title	Level of BBBEE compliance (NSFAS)
Indicator narration	<p>The Broad Based Black Economic Empowerment Act no 53 of 2003, requires that all entities within the public sector measure their compliance with the pre-prescripts of the act on an annual basis. A verified rating agency must be contracted to conduct a BBBEE audit and issue a certification that denotes the entity's level of BBBEE compliance levels.</p> <p>A higher level of BBBEE compliance is crucial for NSFAS to build trust with the public and comply with SARS requirements for entities that are permitted to issue S18A certificates. NSFAS is of the view that it will be more effective at raising alternative funding from private and public sources once it can issue s18A certificates to those funders who will receive a tax deduction. Higher levels of fund raising from other sources is a legislated function in the NSFAS act.</p>
Definition	<p>BBBEE: Broad-Based Black Economic Empowerment - a government economic policy that aims to redress the inequities of the past by advancing economic transformation and inclusion.</p> <p>Compliance: the fulfilment of the requirements of compliance as contained in the BBBEE Act no 53 of 2003, as amended.</p> <p>Levels of BBBEE compliance:</p> <p>The following levels of achievement are possible, based on the calculated points score.</p> <p>Level 1: 100+ points</p> <p>Level 2: 95–99 points</p> <p>Level 3: 90–94 points</p> <p>Level 4: 80–89 points</p> <p>Level 5: 75–80 points</p> <p>Level 6: 70–75 points</p> <p>Level 7: 55–70 points</p> <p>Level 8: 40–55 points</p> <p>Non-compliant: Less than 40 points</p>
Source of data	BBBEE certificate as obtained through a registered and accredited BBBEE verification agency.
Method of calculation or assessment	<p>The following areas, known as elements of BBBEE, are audited by the verification agency:</p> <ul style="list-style-type: none">- Ownership- Management Control- Skills Development- Enterprise and Supplier Development- Socio economic development <p>The final score to be reported is the level per the BBBEE certificate issued by an accredited BBBEE verification agency.</p>

Means of verification	<p>The signed BBBEE compliance certificate, as issued by the verification agency specifying the level achieved, that is valid as at 31 March.</p> <p>BBBEE certificates are valid for 12 months from the date of issue.</p>
Assumptions	The BBBEE audit takes place in the year under review and the certification is completed in the same period
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable.
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Risk, Legal and Compliance Executive

Program 2: Student Centred Model Technical Indicator Descriptions

KPI 2.1 The annual academic year road map approved by the CEO

Indicator title	The annual academic year road map approved by the CEO
Indicator narration	<p>The communication of timelines and expectations for each academic cycle to students, institutions and internal staff is crucial for NSFAS to function effectively. This KPIs aims to improve co-ordination, co-operation and alignment of all stakeholders and the sector on critical dates, milestones and requirements that will improve operational effectiveness help prepare for the new academic year.</p> <p>The annual academic year road map will be the output document that will include the end-to-end timelines and deliverables of each party.</p>
Definition	<p>Annual road map is a project plan with dates, deliverables and responsible parties that covers the following for all academic cycles (annual, semesters, trimesters) for a given academic year:</p> <p><u>For all applicants (FTEN, FTF, Returning, Hybrid students who must apply for NSFAS funding):</u></p> <ul style="list-style-type: none"> • Date when applications open • Date when applications close • Period over which NSFAS will process applications • The number of days, and/or deadline by when students must upload any outstanding documents identified during the NSFAS application processing • The number of days, and/or deadline by when students must submit an appeal if their application was unsuccessful • The number of days, and/or deadline by when NSFAS expects to finalise it's processing of appeals • Date by when NSFAS plans to finalise the list of provisionally funded students (students who's application/appeal was successful and may go register at their institution) <p><u>For continuing students (who do not need to re-apply and are automatically funded if meet all academic eligibility criteria)</u></p> <ul style="list-style-type: none"> • Date by when institutions must submit the prior academic cycle's academic results • Date by when NSFAS will confirm if the continuing student is academically eligible and provisionally funded for the next cycle <p><u>For all students (applicants and continuing)</u></p> <ul style="list-style-type: none"> • Period/Deadlines by when students must register at their institutions (may require different deadlines between TVETs and Universities) • Closing date by when institutions must submit beginning of cycle RegData, and after which no further RegData will be accepted • Dates when NSFAS expects to make payments/disbursements • Period/Deadline by when institutions must submit top-down RegData (including drop-out statistics) • Closing date by when institutions must submit final actual end of cycle RegData (also known as Final Cost of Study FCOS) • Period/Date by when NSFAS expects to validate the FCOS • For institutions who submitted valid FCOS data, the date by when NSFAS aims to complete the reconciliation of FCOS data against disbursements to determine over and underpayments • The date by when NSFAS aims to communicate letters to VCs and Princi-

Source of data	The annual academic year road map approved by the CEO
Method of calculation or assessment	If the annual academic year road map documents were approved by the CEO before the annual target date, then achievement of this indicator may be reported.
Means of verification	1. Evidence of approval by the CEO (email, minutes or signed documents) 2. Final approved version(s) of the annual academic year road map. Can be in a single document or multiple documents.
Assumptions	Budget availability
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is equal to targeted performance
Indicator responsibility	Core Business Executive

KPI 2.2: Percentage of valid applicants, for the main application cycle per academic year, who's provisionally funded status is finalised by 15 December each year.

Indicator title	Percentage of valid applicants, for the main application cycle per academic year, who's provisionally funded status is finalised by 15 December each year.
Indicator narration	<p>The purpose of this indicator is to measure the efficiency of processing applications to the stage of provisionally funded or application rejected and only measures those who must apply for funding.</p> <p>There are unique phases to the application and funding processes, and each stage has unique inputs and processes. The stages are as follows:</p> <ol style="list-style-type: none"> 1. Application submitted to Provisionally funded 2. Provisionally funded to Fully Funded 3. Fully funded to disbursement and payment <p>As a student moves between each stage, the student's application status will update. The application status is also referred to as the verification status or BusinessEventID.</p> <p>On a high-level, a student's status will change from "Application submitted" to "Provisional Funded" if:</p> <ul style="list-style-type: none"> - the student is a South African citizen - the student's application is financially eligible in terms of the applicable approved guidelines - the student's application is academically eligible in terms of the applicable approved guidelines - any other eligibility, conditions and/or criteria applicable for provisional funded are all passed <p>This indicator focuses on the main academic cycle where the majority of students are affected. Other academic cycles (semester 2, trimester 2 and 3) follow separate processes.</p>

Definition	<p>Valid: An application:</p> <ul style="list-style-type: none"> - for a NSFAS bursary or loan - submitted by the application closing date (if the application closing date is extended, only those submitted by the original closing date are considered valid) - where all required documents and information to allow the application to be processed and a provisional funding decision to be reached has been submitted or provided - that has not been withdrawn <p>Applicants: An applicant who is applying for NSFAS funding for the academic cycle. This includes:</p> <ul style="list-style-type: none"> - FTEN: First time entrants into the higher education sector - FTF: First time applying for NSFAS funding but not first time in higher education sector - Returning: A senior student who was not funded by NSFAS in the immediately prior academic cycle - Hybrid: Students who has changed institution types (i.e., shifted from a TVET College to a University or vice versa). - Student who are moving through an academic progression pathway (changing to a different course/degree/faculty from what was studied in the immediately previous academic cycle) <p>Academic Progression Pathway: The progression of a student from one type of qualification that is approved for funding to another qualification that is also approved for funding in terms of a NSFAS approved academic pathway.</p> <p>Main application cycle per academic year: This is the academic cycle where applicants are required to apply before a certain date for academic cycles that start at the beginning of the calendar year. This is annual, semester 1, and trimester 1 academic cycles.</p> <p>Provisionally funded status is finalised: The student's application status is updated to indicate that a student is either:</p> <ul style="list-style-type: none"> - eligible for funding subject to verification of registration information and availability of funds - not eligible for NSFAS funding <p>If a valid application is still under assessment, it is not considered finalised.</p>
Source of data	<p>A report is populated from the applications system database detailing the status of all applications</p> <p>The report, details:</p> <ul style="list-style-type: none"> - the ID number - the date the application was received - the status of the application <p>Should a manual process need to be followed due to system downtime, a manual list with the same fields may be populated.</p> <p>Disclaimer: As a student moves between each stage, the student's application status will update. The application status is also referred to as the verification status or BusinessEventID. The list of possible statuses may be updated to include additional statuses or merge certain statuses in line with updates to the verification steps and processes. In the instance where a status has not been specifically mentioned in this technical indicator description, the status should be dealt with in line with any standard operating procedure developed for this indicator.</p>

Method of calculation or assessment	<p>The numerator divided by the denominator expressed as a percentage.</p> <p>Numerator: A report is drawn from the application system which indicates the status of all applications as at 15 January. The report is filtered to only show those applications submitted by the original closing date. The numerator is the count of all applications that have the following statuses:</p> <ul style="list-style-type: none"> - Provisionally funded - Cancelled application - Rejected - Registration received <p>Denominator: A report is drawn from the application system which indicates the status of all applications as at 15 January. The report is filtered to only show those applications submitted by the original closing date. The denominator is the count of all applications that have the following statuses:</p> <ul style="list-style-type: none"> - Application submitted - Application in progress - Verification but only these sub-statuses: <ul style="list-style-type: none"> ---> Awaiting verification (checking completeness of application) ---> Verification completed ---> Case closed - supporting documents not provided in 30 days - Assessing financial eligibility - Assessing academic eligibility - Provisionally funded - Cancelled application - Rejected - Registration received <p>The rationale of the above method of calculation, is to measure the efficiency of NSFAS to process applications which are in the control of NSFAS to move to the next status. For that reason, certain statuses are excluded where there is a dependency on an external party:</p> <ul style="list-style-type: none"> - Verification: <ul style="list-style-type: none"> ---> Awaiting documents (dependent on the student) - Requesting financial and academic data (dependant on credit bureau or SARS or institutions or DHET) - Duplicate (duplicates are not valid applications) - Awaiting academic results (dependant on institutions)
Means of verification	<p>1. The report drawn from the application systems which indicates the status of all applications as at 15 January. that indicates the following minimum fields:</p> <ul style="list-style-type: none"> - the ID number - the date the application was received - the status of the application <p>2. Evidence of:</p> <ul style="list-style-type: none"> - how the final reported performance was calculated - reviews and approvals in line with any standard operating procedures.
Assumptions	<p>1. That the required report above is either drawn on 15 January or if drawn on a later date, that the report can indicate the statuses as at 15 January</p> <p>2. That the application system can produce a report at application level (ID number level) and that the required fields, date of application received and status of application per ID number are possible.</p>
Disaggregation of beneficiaries (where applicable)	Not applicable as the indicator goal is not to measure the efficiency of funding specific beneficiaries, such as women, youth or people with disabilities, but rather all applicants.

Spatial transformation (where applicable)	Not applicable as the indicator goal is not to measure the efficiency of funding applicants from specific areas, but rather all applicants regardless of province or location.
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is higher than targeted performance.
Indicator responsibility	Core Business Executive



KPI 2.3: Percentage of NSFAS continuing university students, for whom valid academic results have been received by 31 December, whose provisionally funded status is finalised on the provisionally funded list by 15 January of the academic year.

Indicator title	Percentage of NSFAS continuing university students, for whom valid academic results have been received by 31 December, whose provisionally funded status is finalised on the provisionally funded list by 15 January of the academic year.
Indicator narration	<p>This indicator only measures those university students who must not apply for funding, but who are automatically assessed for funding as they are continuing students who studied at the University in the previous year and were funded by NSFAS.</p> <p>The purpose of this indicator is to measure the efficiency of moving these continuing university students to the stage of provisionally funded or not funded (rejected).</p> <p>On a high-level, a continuing student will be "Provisionally Funded" if:</p> <ul style="list-style-type: none"> - the student is successfully migrated from the previous academic cycle (i.e. it can be confirmed that the student was studying in the previous cycle at the same institution for the same qualification) - the student's application is academically eligible in terms of the applicable approved guidelines - any other eligibility, conditions and/or criteria applicable for provisional funded are all passed <p>Only those continuing university students, for whom results are received by 31 December are included in this indicator, because if a university submits results after 31 December this does not allow for enough time for NSFAS to perform academic and N+ assessments by 15 January. All universities are aware that results must be submitted by 31 December each year.</p> <p>This indicator focuses on the main academic cycle where the majority of students are affected. Other academic cycles (semester 2, trimester 2 and 3) follow separate processes.</p>
Definition	<p><u>NSFAS continuing university students:</u> An eligible university student who:</p> <ul style="list-style-type: none"> - received a NSFAS bursary or loan - was funded by NSFAS in the immediately prior academic cycle - was registered at a university for an approved qualification in the immediately prior academic cycle - is not a student who achieved their first undergraduate qualification at the end of the immediately prior academic cycle - it does not include applicants (see definition of applicant) - it does not include student records that were not migrated <p><u>Valid academic results:</u></p> <ul style="list-style-type: none"> - Results received from the university, and HEMIS data received from DHET, by 31 December, in the required format and includes all the required academic information to allow the academic eligibility and N+ assessments to be performed. - If after 31 December, data changed between the provisional version of HEMIS data and final version of HEMIS data received from DHET, and this triggered the academic assessment (N+) to be redone, these instances are not considered valid academic results. <p><u>Main application cycle per academic year:</u> This is the academic cycle where continuing university students are required to apply before a certain date for academic cycles that start at the beginning of the calendar year. This is annual, semester 1, and trimester 1 academic cycles.</p> <p><u>Provisionally funded status is finalised:</u> The student's application status is updated to indicate that a student is either:</p> <ul style="list-style-type: none"> - eligible for funding subject to verification of registration information and availability of funds - not eligible for NSFAS funding (rejected) <p>If valid academic results are still under assessment, it is not considered finalised.</p>

Source of data	<p>A report is populated from the applications system database detailing the status of all continuing students.</p> <p>The report, details:</p> <ul style="list-style-type: none"> - the ID number - the date the academic results were received from the university for each continuing university student - the date HEMIS data was received from DHET - the status of the application <p>Should a manual process need to be followed due to system downtime, a manual list with the same fields may be populated.</p> <p><i>Disclaimer: As a student moves between each stage, the student's application status will update. The application status is also referred to as the verification status or BusinessEventID. The list of possible statuses may be updated to include additional statuses or merge certain statuses in line with updates to the verification steps and processes. In the instance where a status has not been specifically mentioned in this technical indicator description, the status should be dealt with in line with any standard operating procedure developed for this indicator.</i></p>
Method of calculation or assessment	<p>The numerator divided by the denominator expressed as a percentage.</p> <p><u>Numerator:</u> A report is drawn from the application & case management system which indicates the status of all continuing university students as at 15 January. The report is filtered to only show those continuing university students, for whom valid academic results were received from the university by 31 December. The numerator is the count of all continuing university students that have the following statuses:</p> <ul style="list-style-type: none"> - Provisionally funded - Cancelled application (withdrawn) - Rejected - Registration received <p><u>Denominator:</u> A report is drawn from the application & case management system which indicates the status of all continuing university students, as at 15 January. The report is filtered to only show those continuing university students, for whom valid academic results were received from the university by 31 December. The denominator is the count of all continuing university students that have the following statuses:</p> <ul style="list-style-type: none"> - Assessing academic eligibility - Provisionally funded - Cancelled application (withdrawn) - Rejected - Registration received <p>The rationale of the above method of calculation is to measure the efficiency of NSFAS in processing continuing university students, especially in processes where NSFAS has full control. For that reason, certain statuses are excluded where there is a dependency on an external party:</p> <ul style="list-style-type: none"> - Awaiting academic results (dependent on university)

Means of verification	<p>1. The report drawn from the application & case management systems which indicate the status of all continuing university students as of 15 January indicating the following minimum fields:</p> <ul style="list-style-type: none"> - the ID number - the date the academic results were received from the university for each continuing university student - the date HEMIS data was received from DHET - the status of the application <p>2. Evidence of:</p> <ul style="list-style-type: none"> - how the final reported performance was calculated - reviews and approvals in line with any standard operating procedures.
Assumptions	<p>1. That the required report above is either drawn on 15 January or if drawn on a later date, that the report can indicate the statuses as at 15 January.</p> <p>2. That the application & case management system can produce a report at student level (ID number level) and that the required fields, date of academic results received, and status of application per ID number are possible.</p> <p>3. That the migration process has been completed by the time the academic results have been received.</p> <p>4. That the HEMIS data, which allows for N+ assessment to be performed for university students, does not change and has been received by 31 December.</p>
Disaggregation of beneficiaries (where applicable)	Not applicable as the indicator goal is not to measure the efficiency of funding specific beneficiaries, such as women, youth or people with disabilities, but rather all continuing university students.
Spatial transformation (where applicable)	Not applicable as the indicator goal is not to measure the efficiency of funding continuing university students from specific areas, but rather all continuing university students regardless of province or location.
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Chief Information Officer

KPI 2.4: Percentage of NSFAS continuing TVET students, for all cycles, whose provisionally funded status is finalised, within 5 days of receiving valid academic results from DHET.

Indicator title	Percentage of NSFAS continuing TVET students, for all cycles, whose provisionally funded status is finalised, within 5 days of receiving valid academic results from DHET.
Indicator narration	<p>This indicator only measures those TVET students who must not apply for funding, but who are automatically assessed for funding as they are continuing students who studied at TVET in the previous year and were funded by NSFAS.</p> <p>The purpose of this indicator is to measure the efficiency of moving these continuing TVET students to the stage of provisionally funded or not funded (rejected).</p> <p>-</p> <p>On a high level, a continuing student will be "Provisionally Funded" if:</p> <ul style="list-style-type: none"> - the student is successfully migrated from the previous academic cycle (i.e. it can be confirmed that the student was studying in the previous cycle at the same institution for the same qualification) - the student's application is academically eligible in terms of the applicable approved guidelines - any other eligibility, conditions and/or criteria applicable for provisional funded are all passed <p>For TVET students, all academic results are received via DHET and not via the individual TVETs. Therefore, the date of receiving academic results is only dependent on DHET making results available. Results are generally received all at once for all continuing TVET students, but there may be some instances where a batch of academic results is received later.</p> <p>This indicator focuses on all cycles.</p>
Definition	<p><u>NSFAS continuing TVET students:</u> An eligible TVET student who:</p> <ul style="list-style-type: none"> - received a NSFAS bursary or loan - was funded by NSFAS in the immediately prior academic cycle - was registered at a TVET for an approved qualification in the immediately prior academic cycle - is not a student who achieved their first undergraduate qualification at the end of the immediately prior academic cycle - it does not include applicants (see definition of applicant) - it does not include student records that were not migrated <p><u>Day:</u> Business days, i.e. weekdays Monday to Friday, excluding public holidays.</p> <p><u>Valid academic results:</u> Results received from the TVET, in the required format and includes all the required academic information to allow the academic eligibility and N+ assessments to be performed.</p> <p><u>All cycles:</u> This is annual, semester 1, semester 2, trimester 1, trimester 2 and trimester 3 academic cycles.</p> <p><u>Provisionally funded status is finalised:</u> The student's application status is updated to indicate that a student is either:</p> <ul style="list-style-type: none"> - eligible for funding subject to verification of registration information and availability of funds - not eligible for NSFAS funding (rejected) <p>If valid academic results are still under assessment, it is not considered finalised.</p>

Source of data	<p>A report populated from the academic results processing database (e.g. SQL) detailing the status of all continuing students.</p> <p>The report, details:</p> <ul style="list-style-type: none"> - the ID number - the status of the application - the date the academic results were received from DHET for each continuing TVET student - the date the application status was 1st updated to "Provisionally funded", "Cancelled application" or "Rejected" <p>Should a manual process need to be followed due to system downtime, a manual list with the same fields may be populated.</p> <p><i>Disclaimer: As a student moves between each stage, the student's application status will update. The application status is also referred to as the verification status or BusinessEventID. The list of possible statuses may be updated to include additional statuses or merge certain statuses in line with updates to the verification steps and processes. In the instance where a status has not been specifically mentioned in this technical indicator description, the status should be dealt with in line with any standard operating procedure developed for this indicator.</i></p>
Method of calculation or assessment	<p>The numerator divided by the denominator expressed as a percentage.</p> <p><u>Numerator:</u></p> <ol style="list-style-type: none"> 1. At the end of the reporting period, a report is drawn from the TVET academic results processing database (e.g. SQL) which indicates the status of all continuing TVET students for all academic cycles. 2. For each record, the number of business days between the following dates is calculated: <ul style="list-style-type: none"> - date academic results received from DHET - date the application status was 1st updated to "Provisionally funded", "Cancelled application" or "Rejected" 3. The numerator is the count, for all remaining records, where the number of days (calculated in step 2 above) is 5 business days or less <p><u>Denominator:</u></p> <ol style="list-style-type: none"> 1. At the end of the reporting period, a report is drawn from the TVET academic results processing database (e.g. SQL) which indicates the status of all continuing TVET students for all academic cycles. 2. The numerator is the count, of all records for continuing TVET students. <p>The rationale of the above method of calculation, is to measure the efficiency of NSFAS to process continuing TVET students from the date of receiving academic results from DHET, as it is only at this point that NSFAS is in control of moving the student to the next stage and there is no dependency on an external party. If it takes longer than 5 days to confirm the provisional funding status of any records these will not be included in the numerator and will decrease the overall performance percentage.</p>
Means of verification	<ol style="list-style-type: none"> 1. The report drawn from the TVET academic results processing databases (e.g. SQL) which indicates the status of all continuing TVET students for all academic cycles. 2. Evidence of: <ul style="list-style-type: none"> - how the final reported performance was calculated - reviews and approvals in line with any standard operating procedures.

Assumptions	<ol style="list-style-type: none"> 1. That the TVET academic results processing database (e.g. SQL) can produce a report at student level (ID number level) with that the required fields 2. That the migration process has been completed by the time the academic results have been received.
Disaggregation of beneficiaries (where applicable)	Not applicable as the indicator goal is not to measure the efficiency of funding specific beneficiaries, such as women, youth or people with disabilities, but rather all continuing TVET students.
Spatial transformation (where applicable)	Not applicable as the indicator goal is not to measure the efficiency of funding continuing TVET students from specific areas, but rather all continuing TVET students regardless of province or location.
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Chief Information Officer

KPI 2.5: Percentage of valid appeals by applicants, for the main application cycle, where the appeal was finalised by the stipulated deadline.

Indicator title	Percentage of valid appeals by applicants, for the main application cycle, where the appeal was finalised by the stipulated deadline.
Indicator narration	<p>This indicator measures the efficiency of processing valid appeals submitted by applicants for the main application cycle, by the stipulated deadline.</p> <p>A stipulated deadline of 15 January is used for most applicants as this is the latest date appeals are desired to be finalised and still allow students to register at their institution.</p> <p>For the majority of students, the worst-case scenario would be a circumstance where a student applies on the last day of the application closing date (e.g. 15 December), and a provisional funding decision is made by NSFAS on the latest date (e.g. 15 January), and the student appeals the decision on the last possible day (e.g. 31 January). NSFAS in this worst-case scenario, will have 15 days to finalise the appeal decision (15 February).</p> <p>A stipulated deadline of 31 March is used for TVET walk-in applicants.</p> <p>For TVET walk-in applicants, the worst-case scenario would be a circumstance where a student applies on the last day of the TVET walk-in application closing date (e.g. 25 January), and a provisional funding decision is made by NSFAS on the latest date (e.g. 28 February), and the student appeals the decision on the last possible day (e.g. 15 March). NSFAS in this worst-case scenario, will have 15 days to finalise the appeal decision (31 March).</p>
Definition	<p><u>Valid appeals:</u> A student whose:</p> <ul style="list-style-type: none"> - application for NSFAS loan or bursary funding was rejected - appeal submitted by: <ul style="list-style-type: none"> ---> 15 March for TVET Walk-ins ---> 31 January for all other applicants - the appeal includes all required documents and the student does not need to upload additional supporting documents to finalise the appeal <p><u>Applicants:</u> An applicant who is applying for NSFAS funding for the academic cycle. This includes:</p> <ul style="list-style-type: none"> - FTEN: First time entrants into the higher education sector - FTF: First time applying for NSFAS funding but not first time in higher education sector - Returning: A senior student who was not funded by NSFAS in the immediately prior academic cycle - Hybrid: Students who have changed institution types (i.e., shifted from a TVET College to a University or vice versa). - Students who are moving through an academic progression pathway (changing to a different course/degree/faculty from what was studied in the immediately previous academic cycle) <p><u>Main application cycle per academic year:</u> This is the academic cycle where applicants are required to apply before a certain date for academic cycles that start at the beginning of the calendar year. This is annual, semester 1, and trimester 1 academic cycles.</p> <p><u>Appeal finalised:</u> The student's application status reflects either:</p> <ul style="list-style-type: none"> - Appeal Finalised (approved) - Appeal Finalised (rejected) - Appeal Closed <p><u>Stipulated deadline (for final appeal decision):</u></p> <ul style="list-style-type: none"> - For TVET walk-in applicants: 31 March - For all other applicants: 15 February

Source of data	<p>A report is populated from the application & case management system detailing the status of all applicants who appealed:</p> <p>The report, details:</p> <ul style="list-style-type: none"> - the ID number - whether the student is a TVET walk-in or not - the status of the application - the date the appeal was submitted - the date the appeal was finalised i.e. the date the status was updated to either: <ul style="list-style-type: none"> ---> Appeal Finalised (approved) ---> Appeal Finalised (rejected) ---> Appeal Closed <p>Should a manual process need to be followed due to system downtime, a manual list with the same fields may be populated.</p> <p><i>Disclaimer: As a student moves between each stage, the student's application status will update. The application status is also referred to as the verification status or BusinessEventID. The list of possible statuses may be updated to include additional statuses or merge certain statuses in line with updates to the verification steps and processes. In instances where a status has not been specifically mentioned in this technical indicator description, the status should be dealt with in line with any standard operating procedure developed for this indicator.</i></p>
Method of calculation or assessment	<p>The numerator divided by the denominator expressed as a percentage.</p> <p>Numerator:</p> <ol style="list-style-type: none"> 1. At the end of the reporting period, a report is drawn from the application & case management system which contains the fields indicated above under "Source of data". 2. The report is filtered to only show: <ul style="list-style-type: none"> ---> TVET walk-in appeals submitted by 15 March ---> All other appeals submitted by 31 January ---> TVET walk-in appeals were finalised by 31 March ---> All other appeals finalised by 15 February <p>The numerator is the count of all appeals in the filtered report.</p> <p>Denominator:</p> <ol style="list-style-type: none"> 1. At the end of the reporting period, a report is drawn from the application & case management system which indicates the fields indicated above under "Source of data". 2. The report is filtered to only show: <ul style="list-style-type: none"> ---> TVET walk-in appeals submitted by 15 March ---> All other appeals submitted by 31 January ---> The filtered report must exclude appeals with a status that indicates that the student needs to upload additional supporting documents to finalise the appeal. <p>The denominator is the count of all appeals in the filtered report.</p> <p>The rationale of the above method of calculation is to measure the efficiency of NSFAS to process applicant appeals which are in the control of NSFAS to assess. For that reason, certain statuses are excluded where there is a dependency on an external party:</p> <ul style="list-style-type: none"> - Awaiting submission of additional supporting documents (dependent on students). These appeals will not be included in the numerator nor the denominator.

Means of verification	<p>1. The report drawn from the application & case management systems indicated under "Source of data"</p> <p>2. Evidence of:</p> <ul style="list-style-type: none"> - how the final reported performance was calculated - evidence of tribunal appeal decisions (e.g. minutes) to confirm those finalised appeals are in line with the tribunal's resolutions - reviews and approvals in line with any standard operating procedures.
Assumptions	1. That the application & case management system can produce a report at the application level (ID number level) and that the required fields, per "Source of data" are possible to generate.
Disaggregation of beneficiaries (where applicable)	Not applicable as the indicator goal is not to measure the efficiency of resolving appeals to specific beneficiaries, such as women, youth or people with disabilities, but rather all applicants who have appealed.
Spatial transformation (where applicable)	Not applicable as the indicator goal is not to measure the efficiency of resolving appeals of applicants from specific areas, but rather all applicants who have appealed, regardless of province or location.
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Core Business Executive

KPI 2.6: Percentage of valid appeals by continuing students, for the main application cycle, where the appeal was finalised by the stipulated deadline.

Indicator title	Percentage of valid appeals by continuing students, for the main application cycle, where the appeal was finalised by the stipulated deadline.
Indicator narration	<p>This indicator measures the efficiency of processing valid appeals submitted by continuing students for the main application cycle, by the stipulated deadline.</p> <p>A stipulated deadline of 15 February is used for university continuing students as this is the latest date appeals are desired to be finalised, and still allow students to register at their institution.</p> <p>For the university continuing students, the worst case scenario would be a circumstances where a student's academic results are received on the last day (e.g. 31 December), and a provisional funding decision is made by NSFAS on the latest date (e.g. 15 January), and the student appeals the decision on the last possible day (e.g. 31 January). NSFAS in this worst case scenario, will have 15 days to finalise the appeal decision (15 February).</p> <p>A stipulated deadline of 28 February is used for TVET continuing students.</p> <p>For TVET continuing students, the worst case scenario would be a circumstance where DHET academic results are received on the last day (e.g. 15 January), and a provisionally funding decision is made by NSFAS on the latest date (e.g. 31 January), and the student appeals the decision on the last possible day (e.g. 15 February). NSFAS, in this worst-case scenario, will have 15 days to finalise the appeal decision (28 February).</p>
Definition	<p><u>Valid appeals:</u> A continuing student whose:</p> <ul style="list-style-type: none"> - academic results assessment or N+ assessments did not meet the eligibility requirements and was rejected for further NSFAS bursary or loan funding - the appeal was submitted by: <ul style="list-style-type: none"> ---> 31 January for all university continuing students ---> 15 February for TVET continuing students - appeal includes all required documents and the student does not need to upload additional supporting documents to finalise the appeal <p><u>Academic results assessments:</u> Continuing students must meet academic progression requirements in line with NSFAS policy, and must pass a certain threshold of their enrolled courses. If a student does not pass a sufficient percentage of courses stipulated in the policy, they will fail the academic results assessment and will not be provisionally funded.</p> <p><u>N+ assessments:</u> Continuing students are additionally assessed on whether they will complete their qualification within the minimum number of years +1 or +2, depending on the specific student, and NSFAS funding. If a student exceeds the number of years stipulated in the policy, they will fail the N+ assessment and will not be provisionally funded.</p> <p><u>Continuing students:</u> An eligible student who:</p> <ul style="list-style-type: none"> - was funded by NSFAS in the immediately prior academic cycle (payments made in the previous year) - was registered at an institution for an approved qualification in the immediately prior academic cycle - has not achieved their first undergraduate qualification at the end of the immediately prior academic cycle (as NSFAS generally does not fund post-graduate qualifications) - is not an applicant (see definition of applicant)

Definition	<p><u>Main application cycle per academic year:</u> This is the academic cycle where applicants are required to apply before a certain date for academic cycles that start at the beginning of the calendar year. This is annual, semester 1, and trimester 1 academic cycles.</p> <p><u>Appeal finalised:</u> The student's application status reflects either:</p> <ul style="list-style-type: none"> - Appeal Finalised (approved) - Appeal Finalised (rejected) - Appeal Closed <p><u>Stipulated deadline (for final appeal decision):</u></p> <ul style="list-style-type: none"> - For continuing TVET students: 28 February
Source of data	<p>A report is populated from the appeal management system detailing the status of all applicants who appealed:</p> <p>The report, details:</p> <ul style="list-style-type: none"> - the ID number - whether the student is a TVET student or a University student - the status of the application - the date the appeal was submitted - the date the appeal was finalised i.e. the date the status was updated to either: <ul style="list-style-type: none"> ---> Appeal Finalised (approved) ---> Appeal Finalised (rejected) ---> Appeal Closed <p>Should a manual process need to be followed due to system downtime, a manual list with the same fields may be populated.</p> <p><i>Disclaimer: As a student moves between each stage, the student's application status will update. The application status is also referred to as the verification status or BusinessEventID. The list of possible statuses may be updated to include additional statuses or merge certain statuses in line with updates to the verification steps and processes. In instances where a status has not been specifically mentioned in this technical indicator description, the status should be dealt with in line with any standard operating procedure developed for this indicator.</i></p>

Method of calculation or assessment	<p>The numerator divided by the denominator expressed as a percentage.</p> <p>Numerator:</p> <ol style="list-style-type: none"> 1. At the end of the reporting period, a report is drawn from the appeal management system which indicates the fields indicated above under "Source of data". 2. The report is filtered to only show: <ul style="list-style-type: none"> ---> University continuing student appeals submitted by 31 January ---> TVET continuing student appeals submitted by 15 February ---> University continuing student appeals finalised by 15 February ---> TVET continuing student appeals finalised by 28 February <p>The numerator is the count of all appeals in the filtered report.</p> <p>Denominator:</p> <ol style="list-style-type: none"> 1. At the end of the reporting period, a report is drawn from the appeal management system which indicates the fields indicated above under "Source of data". 2. The report is filtered to only show: <ul style="list-style-type: none"> ---> University continuing student appeals submitted by 31 January ---> TVET continuing student appeals submitted by 15 February ---> The filtered report must exclude appeals with a status that indicates that the student needs to upload additional supporting documents to finalise the appeal. <p>The denominator is the count of all appeals in the filtered report.</p> <p>The rationale of the above method of calculation is to measure the efficiency of NSFAS to process continuing student appeals which are in the control of NSFAS to assess. For that reason, certain statuses are excluded where there is a dependency on an external party:</p> <ul style="list-style-type: none"> - Awaiting submission of additional supporting documents (dependent on students). - Awaiting submission of academic results (dependent on institutions). <p>These appeals will not be included in the numerator nor the denominator</p>
Means of verification	<ol style="list-style-type: none"> 1. The report drawn from the appeal management systems indicated under "Source of data". 2. Evidence of: <ul style="list-style-type: none"> - how the final reported performance was calculated - evidence of tribunal appeal decisions (e.g. minutes) to confirm those finalised appeals are in line with the tribunal's resolutions - reviews and approvals in line with any standard operating procedures.
Assumptions	<ol style="list-style-type: none"> 1. That the appeal management system can produce a report at application level (ID number level) and that the required fields, per "Source of data" are possible to generate.
Disaggregation of beneficiaries (where applicable)	<p>Not applicable as the indicator goal is not to measure the efficiency of resolving appeals for specific beneficiaries, such as women, youth or people with disabilities, but rather all continuing TVET students who have appealed.</p>
Spatial transformation (where applicable)	<p>Not applicable as the indicator goal is not to measure the efficiency of resolving appeals for continuing students from specific areas, but rather all continuing students who have appealed, regardless of province or location.</p>

Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Core Business Executive

KPI 2.7: Percentage of disbursements to fully funded students made in accordance with the disbursement calendar.

Indicator title	Percentage of disbursements to fully funded students made in accordance with the disbursement calendar
Indicator narration	<p>This indicator measures the efficiency of paying fully funded students in line with the pre-defined disbursements calendar which sets out when disbursements are made to students, institutions, and any other stakeholders who receive money from NSFAS for student's expenses.</p> <p>Only fully funded students are eligible for payment. Once a student is fully funded, NSFAS is responsible for paying for students' various costs of study. The costs of study may include tuition, accommodation (residence or private), and various allowances (e.g. book, transport, living, disability, etc.)</p> <p>Process summary:</p> <ul style="list-style-type: none">- NSFAS makes disbursements for tuition and allowances,:---> directly to individual student's bank accounts, AND/OR---> in bulk to institutions, who are then responsible for further making payments to individual students
Definition	<p>Disbursements: A disbursement, is either:</p> <ul style="list-style-type: none">- a cash payment to a student, institution, or other stakeholder who receives money from NSFAS for student's expenses.- the communication of a remittance schedule, or detailed breakdown of how a previous upfront cash payment must be allocated. This is applicable to upfront cash payments made to institutions.- The definition of disbursements for this indicator, excludes those payments made as part of a reconciliation payment process (also known as top-up payments, or mop-up payments). <p>Upfront cash payments: Cash payments made to institutions before the registration data is received, matched and verified. These cash payments assist institutions with cash flow, whilst application and funding decisions are being finalised. Upfront payments are large cash payments that are not accompanied by a detailed schedule specifying which students or expenses the funds are intended for. Later when the final funding decisions are complete, NSFAS will communicate to institutions a detailed remittance schedule (also known as a disbursement schedule) that confirms which students, and which expenses the upfront payment must be utilised for.</p> <p>Fully funded students: Students eligible for a NSFAS bursary or loan who have:</p> <ul style="list-style-type: none">- passed all eligibility requirements per the student funding policy, guidelines and/ or student handbook (i.e. were provisionally funded)- registration data has been received, validated and matched- no further information or assessment is required, and the student is now 100% eligible for NSFAS to make payments for the student's costs of study.

	<p>Disbursement calendar: A monthly schedule, for the financial year 1 April to 31 March of when NSFAS plans to disburse to each stakeholder. Stakeholders include:</p> <ul style="list-style-type: none"> - TVET colleges - Universities - TVET Students - University students <p>- The disbursement calendar may be updated overtime. For example, NSFAS may disburse university students allowances via universities and later disburse</p>
Source of data	<p>1. Report generated by the disbursement unit in operations, indicating for each stakeholder and month either:</p> <ul style="list-style-type: none"> - the disbursement was made on or before the disbursement calendar date for that stakeholder for that month (success). - the disbursement was made after the disbursement calendar date for that stakeholder in that month (fail).
Method of calculation or assessment	<p>The percentage of payments made on-time, weighted based on total disbursements to each stakeholder.</p> <ol style="list-style-type: none"> 1. Using the report specified under "Source of data" 2. For each stakeholder, count the number of disbursements that were made on time (i.e. in line with the disbursement calendar "success") and express this as a percentage of all planned disbursements. 3. Weight the stakeholder's "success" percentage based on the rand value of all disbursements made to that stakeholder during the financial period as a proportion of all disbursements made to all stakeholders during the financial period. 4. Do this for all stakeholders and sum the total of all weighted "success" percentages. <p>Example:</p> <p>NSFAS plans on making 10 payments (1 payment a month for 10 months) to each of the identified stakeholders, and there are for example 2 identified stakeholders (TVETs and Universities).</p> <p>At the reporting date, the total of all disbursements made to each of the stakeholders between 1 April and 31 March is as follows:</p> <ul style="list-style-type: none"> - TVETs: R2.5b - Universities: R47.5b <p>At the reporting date, NSFAS made the following number of payments on time:</p> <ul style="list-style-type: none"> -TVETs: 9 out of 10 - Universities: 8 out of 10 <p>The reported percentage would be calculated as:</p> <ul style="list-style-type: none"> - TVETs: $9 / 10 = 90\% * (R2.5b / (R2.5bn + R47.5b)) = 4.5\%$ - Universities: $8 / 10 = 80\% * (R47.5 / (R2.5bn + 47.5b)) = 76\%$ <p>Final reported percentage = $4.5\% + 76\% = R80.5\%$</p>

Means of verification	<ol style="list-style-type: none"> 1. All final disbursement schedules made during the financial year. e.g. for the 2025/26 financial year (reporting period), this would include all disbursements made between 1 April 2025 and 31 March 2026 for students who were funded by NSFAS for the 2025 and 2026 academic year. 2. A report summarising the total rand value of disbursements made to each stakeholder during the financial year. 3. The final approved disbursement calendar for the academic year 4. Report generated by the disbursement unit, confirming the dates on which disbursements were made to stakeholders each month. 5. Report generated by the disbursement unit in operations, indicating for each stakeholder and month either: <ul style="list-style-type: none"> - the disbursement was made on or before the disbursement calendar date for that stakeholder for that month (success) - the disbursement was made after the disbursement calendar date for that stakeholder in that month (fail) 6. Evidence of: <ul style="list-style-type: none"> - how the final reported performance was calculated - reviews and approvals in line with any standard operating procedures.
Assumptions	<ol style="list-style-type: none"> 1. That each stakeholder is paid a maximum of once per month 2. That the disbursement calendar specifies the planned disbursement date for all identified stakeholders for each month of the financial year.
Disaggregation of beneficiaries (where applicable)	Not applicable as the indicator goal is not to measure the efficiency of disbursements for specific beneficiaries, such as women, youth or people with disabilities, but rather all disbursements for fully funded students.
Spatial transformation (where applicable)	Not applicable as the indicator goal is not to measure the efficiency of disbursing funding for students from specific areas, but rather all students who were fully funded, regardless of province or location.
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Chief Financial Officer

KPI 2.8: A transitional framework for the transfer of student accommodation back to institutions approved by the Accounting Authority.

Indicator title	A transitional framework for the transfer of student accommodation back to institutions approved by the Accounting Authority.
Indicator narration	<p>NSFAS has implemented the student accommodation pilot project and has faced significant challenges and difficulties in the implementation of the project.</p> <p>The Executive Authority has indicated that the function should be handed over to institutions who having closer presence to students will better be able to manage the sub-functions of accreditation of accommodation, placement of students, signing of leases and management of payments.</p> <p>A transitional framework is required to be developed to ensure that there is skills and capacities at institutions to hand over the function, that the portfolio is appropriately reconciled prior to being handed over, that student journeys are not significantly affected by the process and that the timeframe of the 2026 academic year is managed.</p>
Definition	<p>The term “transitional framework” refers to a structured approach or set of guidelines designed to facilitate a shift or change from one state to another.</p> <p>Student accommodation refers to accredited private accommodation that meets NSFAS accreditation standards (criteria).</p> <p>Accredited private accommodation (NSFAS) are facilities that meets the accreditation criteria of the NSFAS grading tool.</p>
Source of data	<p>1. Evidence of approval by the accounting authority (minutes or signed documents)</p> <p>2. Final approved version(s) of the Student Accommodation Transitional Framework.</p>
Method of calculation or assessment	If the Student Accommodation Transitional Framework was approved by the CEO before the annual target date, then achievement of this indicator may be reported.
Means of verification	<p>1. Evidence of approval by the accounting authority (minutes or signed documents)</p> <p>2. Final approved version(s) of the Student Accommodation Transitional Framework. Can be in a single document or separate documents.</p> <p>3. Evidence of other reviews and approvals that the document(s) went through before being submitted to the accounting authority for approval.”</p>

Assumptions	That sufficient personnel capacity and/or budget exists to prepare the strategy and plan.
Disaggregation of beneficiaries (where applicable)	Not applicable as the intention is not to produce and approve separate strategies and separate plans related to specific beneficiaries, but rather framework as a whole.
Spatial transformation (where applicable)	Not applicable as the intention is not to produce and approve separate strategies and separate plans related to specific regions or provinces but rather data as a whole.
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is the same as targeted performance
Indicator responsibility	Strategic Enablement Executive



KPI 2.9: Number of eligible university students receiving NSFAS bursaries annually.

Indicator title	Number of eligible university students receiving NSFAS bursaries annually.
Indicator narration	This KPI differs from the previous KPIs and sets-out to provide the total number of beneficiaries assisted by NSFAS. This KPI is also reported by DHET and the final reported achievement of NSFAS is used as the basis for the reported achievement by DHET and therefore is a mandatory KPI of NSFAS.
Definition	<p>An eligible university student is an university applicant that is both financially and academically eligible to be funded by NSFAS in terms of the NSFAS eligibility criteria and conditions for financial aid. These are university students approved for NSFAS bursary funding whose registration data has been received from their respective university. Their university registration data has been successfully processed, and they are scheduled to receive payments from NSFAS.</p> <p>Annually refers to the academic year.</p> <p>Academic year for universities equates January – December.</p> <p>Receiving NSFAS bursary: university students who are partially or fully disbursed to.</p>
Source of data	<p>Manual or System generated report of:</p> <ul style="list-style-type: none"> University Bursary Funded List: A list of university students approved for NSFAS bursary funding. University Bursary valid Registration Data: data that describes the registration of a student on an approved qualification that conforms to academic eligibility. Successfully Processed Registration Data: University Registration data that has been reviewed and processed by NSFAS without errors <p>Manual or system generated report of university disbursements made for the academic cycle term, by the performance reporting date.</p> <ul style="list-style-type: none"> For example: For the 2025 academic year, this would be a report of all university disbursements made for 2025 students, as at 31 March 2026. Some 2025 disbursements may have been made in the 2024/25 financial year (Jan to March 2025), these must be included in the disbursements report. <p>Either a separate listing, or included in one of the reports above, the gender associated with each ID number (in order to disaggregate final reported achievement)</p>

Method of calculation or assessment	<p>A simple count of ID numbers (excluding duplicates) that meet ALL the below criteria:</p> <ul style="list-style-type: none"> The ID number appears on the University Bursary Funded List The ID number appears on the successfully processed and reviewed valid university registration data The ID number appears at least once of the university disbursement report(s) relating to the academic term/cycle <p>A student may register for one semester or two, or an annual course. If a student is funded for multiple semesters in an academic year, they will only be counted once for the purpose of this KPI.</p> <p>Identify the split between males and females based on the gender associated with each ID number, and report under disaggregation of beneficiaries.</p>
Means of verification	<p>Submission and inspection of the University Bursary funded list, and any steps/scripts used to draw the report to ensure that the correct parameters were selected.</p> <p>Submission and inspection of the successfully processed and reviewed valid university registration data, and any steps/scripts used to draw the report to ensure that the correct parameters were selected.</p> <p>Submission and inspection of the University Disbursements report, and any steps/scripts used to draw the report to ensure that the correct parameters were selected.</p>
Assumptions	University Registration data successfully processed are for the students approved for funding, registered for funded qualifications, and meet the N+ limit criteria.
Disaggregation of beneficiaries (where applicable)	<p>45/55:</p> <p>45% Males</p> <p>55% Females</p>
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Core Business Executive

KPI 2.10: Number of eligible TVET college students receiving NSFAS bursaries annually.

Indicator title	Number of eligible TVET college students receiving NSFAS bursaries annually.
Indicator narration	This KPI differs from the previous KPIs and sets out to provide the total number of beneficiaries assisted by NSFAS. This KPI is also reported by DHET and the final reported achievement of NSFAS is used as the basis for the reported achievement by DHET and therefore is a mandatory KPI of NSFAS.
Definition	<p>An eligible student is an TVET applicant that is both financially and academically eligible to be funded by NSFAS in terms of the NSFAS eligibility criteria and conditions for financial aid.</p> <p>These are TVET students approved for NSFAS bursary funding whose registration data has been received from their respective TVET. Their registration data has been successfully processed, and they are scheduled to receive payments from NSFAS.</p> <p>Annually refers to the academic year.</p> <p>Academic year for TVETs is January – December.</p> <p>Receiving NSFAS bursary: students who are partially or fully disbursed to.</p>
Source of data	<p>Manual or System generated report of:</p> <ul style="list-style-type: none"> TVET Bursary Funded List: A list of students approved for NSFAS bursary funding. TVET Bursary valid Registration Data: A valid registration data is data that describes the registration of a student on an approved qualification that conforms to academic eligibility. TVET Successfully Processed Registration Data: TVET Registration data that has been reviewed and processed by NSFAS without errors <p>Manual or system generated report of TVET disbursements made for the academic cycle term, by the performance reporting date.</p> <ul style="list-style-type: none"> For example: For the 2025 academic year, this would be a report of all disbursements made for 2025 TVET students, as at 31 March 2026. Some 2025 disbursements may have been made in the 2024/25 financial year (Jan to March 2025), these must be included in the TVET disbursements report. <p>Either a separate listing, or included in one of the reports above, the gender associated with each ID number (in order to disaggregate final reported achievement)</p>

Method of calculation or assessment	<p>A simple count of ID numbers (excluding duplicates) that meet ALL the below criteria:</p> <ul style="list-style-type: none"> The ID number appears on the TVET Bursary Funded List The ID number appears on the successfully processed and reviewed valid TVET registration data The ID number appears at least once of the TVET disbursement report(s) relating to the academic year <p>A student may register for one semester or two, or an annual course, or one or more trimester courses. If a TVET student is funded for multiple semesters/trimesters in an academic year, they will only be counted once for the purpose of this KPI.</p> <p>Identify the split between males and females based on the gender associated with each ID number, and report under disaggregation of beneficiaries.</p>
Means of verification	<p>Submission and inspection of the TVET Bursary funded list, and any steps/scripts used to draw the report to ensure that the correct parameters were selected.</p> <p>Submission and inspection of the successfully processed and reviewed valid TVET registration data, and any steps/scripts used to draw the report to ensure that the correct parameters were selected.</p> <p>Submission and inspection of the TVET Disbursements report, and any steps/scripts used to draw the report to ensure that the correct parameters were selected.</p>
Assumptions	TVET Registration data successfully processed are for the students approved for funding, registered for funded qualifications, and meet the N+ limit criteria.
Disaggregation of beneficiaries (where applicable)	<p>45/55:</p> <p>45% Males</p> <p>55% Females</p>
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Actual performance is higher than targeted performance
Indicator responsibility	Core Business Executive



info@nsfas.org.za | www.nsfas.org.za

Postal Address: Private Bag X1, Plumstead 7801, South Africa

Physical Address: 4 Christiaan Barnard Street, Cape Town City Centre, Cape Town, 8000



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