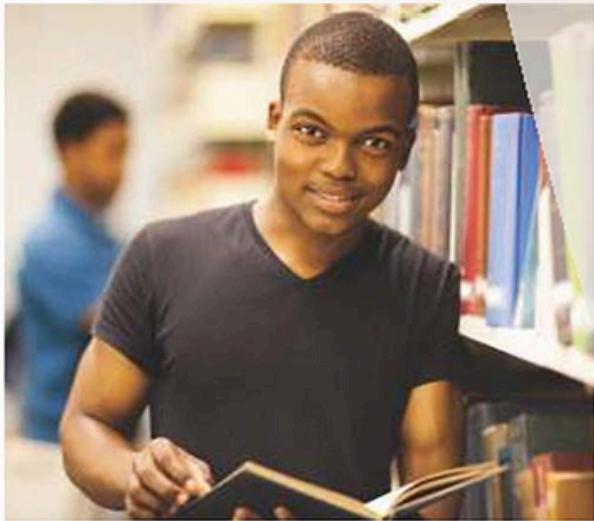




National Student Financial Aid Scheme



# REVISED ANNUAL PERFORMANCE PLAN

The fiscal year 2024/25





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# General Information

<b>Country of incorporation and domicile</b>	Republic of South Africa
<b>Nature of business and principal activities</b>	<p>The nature of the activities of the National Student Financial Aid Scheme (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 programme by the former President of the Republic of South Africa in December 2017, from the 2018 academic year, 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. For students who commenced studies prior to the 2018 academic year, and where financial assistance was provided in the form of loans, NSFAS is required to recover the loans from the students once they are employed and earning in excess of R30,000 per annum.</p>
<b>Accounting Authority</b>	<p>In terms of section 17A(3)(a) of the NSFAS Act 56 of 1999, NSFAS was put under Administration on 12 April 2024 by the Minister of Higher Education and Training. The Minister approved Mr Sithembiso Freeman Nomvalo and appointed him as the Administrator from 12 April 2024 to 11 April 2026. The terms of reference of the Administrator were published in the 4722 in Government Gazette no 50482. It reads:</p> <p><i>Furthermore, on 1 August 2024 as amended, the period of appointment of the Administrator published under no 4722 in Government Gazette no 50482 of 12 April 2024, was revised to be earlier of either 31 December 2024 or any date when the Minister appoints a new Board in terms of section 5 of the NSFAS Act, at which date the appointment of the Administrator shall come to an end.</i></p>
<b>Registered Office</b>	18 -20 Court Road Wynberg Cape Town 7800
<b>Business Address</b>	The Halyard 4 Christiaan Barnard St, Cape Town City Centre Cape Town 8001
<b>Postal Address</b>	Private Bag X1 Plumstead Cape Town 7801
<b>Bankers</b>	FNB Corporate Bank (Cape Town), a division of FirstRand Bank Limited Standard Bank of South Africa Limited
<b>Auditors</b>	Auditor-General of South Africa
<b>Website</b>	<a href="http://www.nsfas.org.za">www.nsfas.org.za</a>



# Abbreviations / Acronyms

AFS	Annual Financial Statements	ISO9000	International Standards on Quality
AGSA	Auditor-General of South Africa		Management
AIP	Audit Improvement Plan	IT	Information Technology
AOPO	Audit of Predetermined Objectives	KPI	Key Performance Indicator
AP	Annual Performance	LRA	Labour Relations Act
APP	Annual Performance Plan	MEC	Member of the Executive Council
AR	Annual Report	MoA	Memorandum of Agreement
ARC	Audit And Risk Committee	MoU	Memorandum of Understanding
ASB	Accounting Standards Board	MTEF	Medium-Term Expenditure Framework
ASISA	Association for Savings and Investment South Africa	MTSF	Medium-Term Strategic Framework
B-BBEE	Broad-Based Black Economic Empowerment	MTT	Ministerial Task Team
CAMS	Corporate Access Management Services	NBA	NSFAS Bursary Agreement
CACH	Central Application Clearing House	NCA	National Credit Act
CCSO	Chief Corporate Services Officer	NCOP	National Council of Provinces
CEO	Chief Executive Officer	NCR	National Credit Regulator
CFO	Chief Financial Officer	NCV	National Certificate (Vocational)
CGICTAS	Corporate Governance of Information and Communications Technology	NDP	National Development Plan
	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
FAO	Financial Aid Office	SCER	Select Committee on Education and Recreation
FRM	Funder Relationship Management	SCM	Supply Chain Management
FTENs	First-Time Entering Students	SCOPA	Standing Committee on Public Accounts
GDP	Gross Domestic Product	SETA	Sector Education and Training Authority
GIP	Graduate Internship Programme	SIEM	Security Information and Event Management
GM	General Manager	SOP	Standard Operating Procedures
GNU	Government of National Unity	SRC	Student Representative Council
GRAP	General Recognised Accounting Practices	TEFSA	Tertiary Education Fund of South Africa
HE	Higher Education	ToR	Terms of Reference
HR	Human Resources	TR	Treasury Regulations
HRMS	Human Resources Management System	TVET	Technical and Vocational Education and Training
ICT	Information and Communication Technology	UIF	Unemployment Insurance Fund

# Executive Authority Statement



It is my privilege to present the 2024/2025 APP for the 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 NDP 2030 Vision and the priorities of the 7th Administration. The 2024/2025 planning cycle is also shaped by the basic minimum programme of priorities emanating from the newly formed GNU and in particular the commitment to investing in people through education, skills development, and affordable quality healthcare. NSFAS's work primarily supports the prioritization of education and skills development, which is foundational to addressing poverty, unemployment, and inequality in our country.

The strategic outcomes and key outputs outlined in this APP have been developed with a firm commitment to drive inclusive growth and job creation, reduce poverty, tackle the high cost of living facing poor communities and the working class, and ultimately build a capable, ethical, and developmental 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 emphasised

the importance of improving NSFAS' governance, the need to root out corruption and maladministration in the payment system, strengthening internal controls, and addressing inefficiencies that have been identified, resolving the misalignment of data between NSFAS and institutions which affect student decisions, and sufficient preparation and overseeing of the opening of 2025 online application process. 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 revised 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 – institutions of higher learning, student bodies, and government partners – 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.

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Dr Nobuhle Pamela Nkabane, MP

# Accounting Authority Statement



Following the dissolution of the Board and my subsequent appointment as the NSFAS Administrator in April 2024, I have taken on the responsibility of steering the entity through a period of significant transition. My mandate, as outlined in the Government Gazette issued in April 2024, is rooted in a clear commitment to restore NSFAS to a position of operational effectiveness, sound governance, and accountability in service of the students we support and in alignment with the government's strategic priorities.

The guidance from the DHET, which is our oversight department, is explicit. 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, overseeing all necessary forensic and other investigations, and ensuring that all financial aid disbursements and operational expenditures comply with PFMA.
- Addressing systemic inefficiencies, particularly in the disbursement of funds and management of student applications.
- Prioritising the digital transformation of NSFAS to optimise service delivery and improve the student experience.
- Resolving data integration challenges as a matter of urgency.
- Ensuring that all necessary partnerships with stakeholders for managing the application process are in place and ensuring that adequate attention is given to TVET colleges and universities in all aspects.

The revised APP for 2024/2025 is at the heart of our strategy to address these critical challenges. This plan is designed to ensure that NSFAS remains true to its core mandate of providing financial aid to eligible students, while also becoming

more responsive to the evolving needs of the higher education sector. The APP takes into account the priorities of the 7th Administration, the PSET sector directives, and the imperatives laid out by the Minister of Higher Education and Training in her budget vote on 16 July 2024.

During my tenure, 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. This includes addressing material irregularities identified in past financial reports and collaborating closely with the AGSA.
- 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, enhancing service delivery, and streamlining operations, ensuring that students and institutions receive the support they need more efficiently.
- Stakeholder Engagement: Strengthening our relationships with stakeholders across the higher education and training ecosystem is essential. We are committed to fostering collaborative partnerships that bolster NSFAS's capacity to meet its mandate.
- Resolution of Student Accommodation Challenges: A task team has been established to address the issues relating to student accommodation, with a national conference planned to engage all stakeholders and standardise accommodation arrangements moving forward.

The APP is more than just a strategic document; it is a blueprint for turning around NSFAS during this critical period of Administration. It is designed to ensure that NSFAS is not only equipped to meet its current obligations but is 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 DHET, institutions, and stakeholders, will see NSFAS emerge stronger, more resilient, and better positioned to fulfil its mandate.

Mr Freeman Nomvalo, NSFAS Administrator

## Official Sign Off

It is hereby certified that this APP:

- Was developed by the NSFAS management and approved by the Administrator under the guidance of the Minister of Higher Education and Training;
- Takes into account all relevant policies, legislation, and other mandates for which NSFAS is responsible; and
- Accurately reflects the outcomes and outputs which NSFAS will endeavour to achieve during the 2024/25 financial year.

Name	Designation	Signature
Mr. Thulani Melula	Acting Chief Information Officer	
Ms. Sibongile Mncwabe	Executive Head: Corporate Services	
Ms. Dorothy Mayoli	Risk, Legal, and Compliance Executive	
Mr. Errol Makhubela	Chief Operations Officer	
Mr. Lufuno Nematswerani	Human Resources Executive	
Ms. Vuyokazi Mafilika	Executive Head: Strategic Enablement	
Mr. Rodgers Norho Hlatshwayo	Senior Manager: Planning and Performance	
Ms. Luhle Tshangela	Senior Manager: Treasury and Budgets	
Mr. Sithembiso Freeman Nomvalo	Administrator	
Dr. Nobuhle Ncabane, MP	Minister of Higher Education and Training	



# Part A: Our Mandate

# 1. Constitutional Mandate

## 1.1. 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) states in section 29 (1) (a): “Everyone has the right...to a basic education, including adult basic education; 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. Its mandate includes recovering student loans and raising funds for student loans and bursaries.

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 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.

# 2. Legislative and Policy Mandates

## 2.1. Legislative mandates

NSFAS was established according to the National Student Financial Aid Scheme Act (Act 56 of 1999 as amended) and incorporated TEFSA from 1993 to 2000. TEFSA was a 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.

NSFAS Act 56 of 1999 as amended was established to undertake the following tasks:

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

Following various Ministerial reports and task teams 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 critical changes to the Act. These changes had to be in line with key recommendations from the MTT report and the NSFAS practices, and responsive to the changing needs within the sector.

Following the fee-free education announcement, the Minister of Higher Education, Science and Innovation published regulations (Government Gazette Vol. 631, No. 413901) to the NSFAS Act for public comment, which confirmed NSFAS's mandate to determine and revise:

- criteria for eligibility for financial aid; and
- eligibility criteria for different forms of financial aid.

The regulations also expanded NSFAS's mandate to include:

- Entering PPPs to enable NSFAS to extend, and/or administer, and/or recover loans granted for financial aid; and Making payment of such 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.

## 2.2. Updates on institutional policies and strategies

The DHET has recently introduced the Comprehensive Student Funding Model to support categories of students, including those who are currently not covered by the mainstream funding from NSFAS to access education and training opportunities at our 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.

## 2.3. Updates on court rulings

The consequence of access to higher education 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 this noble mandate and intends to fulfil its 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 which pose a material legal risk to NSFAS, where:

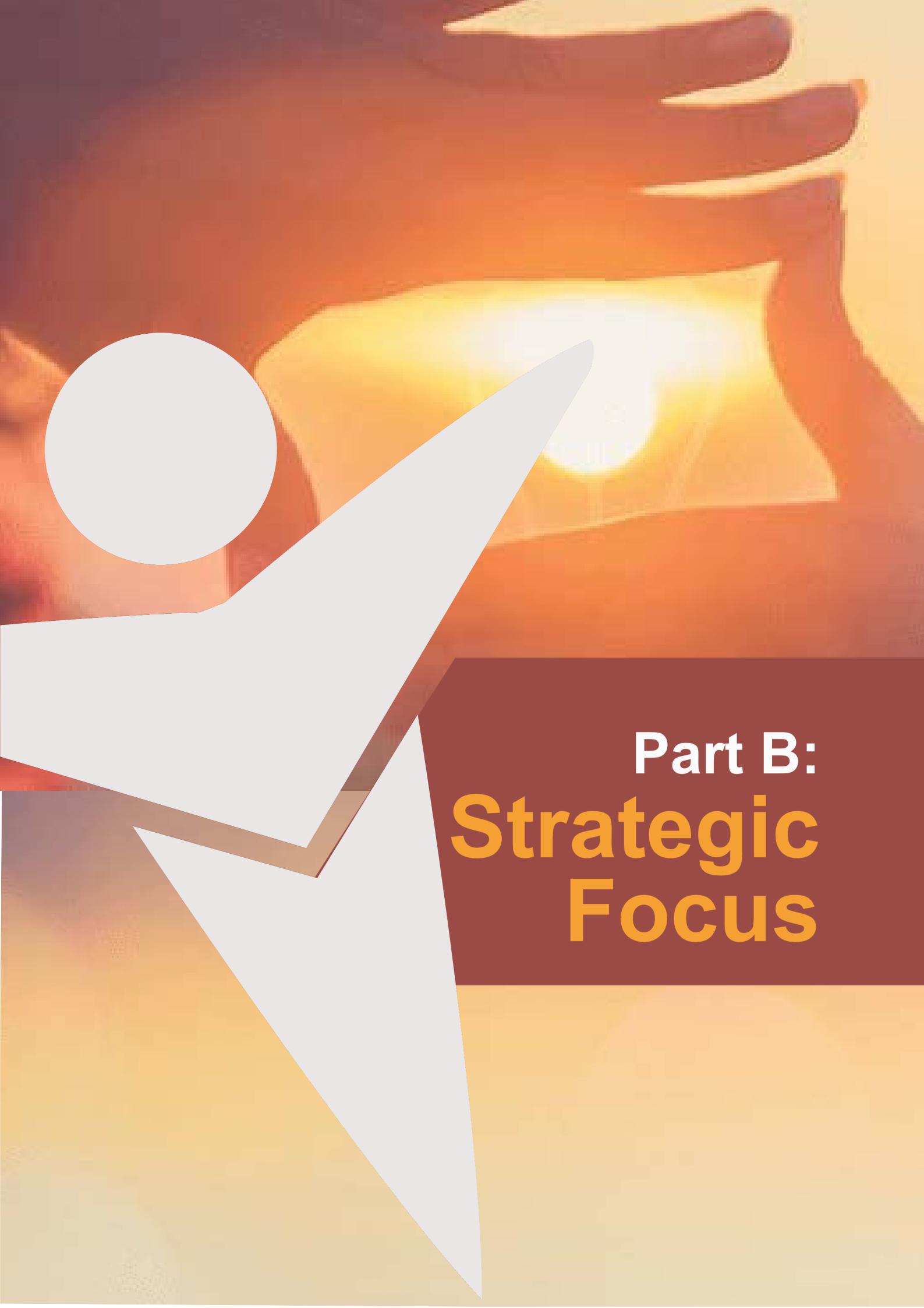
- The Applicants seek a court order to compel NSFAS to fund students studying towards an LLB as a second degree. The matter was heard by the Supreme Court of Appeal (SCA), which upheld the NSFAS position. The SCA has granted the Applicants leave to appeal the SCA's decision to the Constitutional Court.

- 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. There are financial management shortcomings with regard to tertiary institutions. Some students are aggrieved by adverse funding decisions. A service provider has applied to the Western Cape High Court to interdict NSFAS's decision to move away from instructing payment partners to effect the payment of allowances to students.

## 2.4. Updates on institutional policies

Institutional policies and strategies governing the five-year planning period include the following:

DPSA - Incentive Policy Framework for Employees on Salary Levels 1–12	NSFAS - Employee Relations – Substance Abuse Policy
DPSA - Determination on Leave of Absence	NSFAS – Remuneration Policy
DPSA - Determination on Long Service Recognition	NSFAS – Private Work Policy
DPSA - Determination on Working Time	NSFAS – Cellphone Allowance Policy
NSFAS - Recruitment and Selection Policy	NSFAS - Supply Chain Management Policy
NSFAS – Remuneration – Travel and Subsistence Allowance	NSFAS – Performance Information Management
NSFAS – Employment of Staff – Relocation Policy	NSFAS - Student Funding Policy
NSFAS – Employment of Staff – People with Disabilities	NSFAS - Policy for the Funding of Students with Disabilities
NSFAS – Staff Education, Training, and Development Policy	DHET Bursary Rules and Guidelines for Universities
NSFAS – Employment Relations Policy	DHET Bursary Rules and Guidelines for TVETS
NSFAS – Performance Management Policy	NSFAS Eligibility Criteria
NSFAS – Employment of Staff – Employment Equity Policy	N+ Rule: University
NSFAS – Employment of Staff – Employment Relations – Sexual Harassment Policy	N+ Rule: TVET
NSFAS - Employee Relations – Employee Assistance Programme Policy	



## Part B: Strategic Focus

## 5. Mission

To be an agile, responsive, and student-centric resource provider within the public higher education ecosystem.

## 6. Vision

A model public entity operating within the public post-school education ecosystem that provides equitable access to financial and other resources for eligible students in an efficient, transparent, and professional student-centric manner.

## 7. Values

Values	Behaviours
Social Justice	The fair distribution of resources to eligible students.
Integrity (Trust)	To demonstrate ethical conduct that is beyond reproach and accepted as such by all stakeholders.
Excellence	To have a high-performance culture to meet the expectations of stakeholders with efficiency and impact.

## 8. Situation Analysis

### 8.1. Internal situation analysis

#### 8.1.1. Alignment with strategic imperatives

NSFAS was placed under Administration on 12 April 2024, changing the context for the organisation in terms of leadership and governance. The intention was primarily to address leadership instability, weak governance matters, procurement irregularities, and inefficiencies in the disbursement of student funds which led to widespread student protests. The Terms of Reference (TOR) for the Administrator outlined in the Government Gazette (April 2024) focus on stabilising the entity's governance, addressing procurement irregularities, restoring operational efficiencies and public trust through stakeholder engagement, overseeing the opening of the 2025 student online application, and supporting the transition to a new Board.

On July 2024, the DPME issued Circular 1 of 2024 regarding the revision and retabling of 2024–25 APPs. The purpose of the circular was to guide state institutions following the general elections of 29 May 2024, the formation of the GNU for the 7th Administration, and the formulation of the Medium-Term Development Plan (MTDP 2024–29), which set the goals, interventions, and targets in support of government strategic priorities.

The development of the revised 2024–25 APP 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 the following:

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 technical inputs from the oversight Department and the Department of Monitoring and Evaluation conducted a workshop that took place in September 2024 and included the NSFAS senior management team. Key highlights from these engagements include the following:

The draft MTDP 2024–29 proposes three strategic priorities which are:

1. Creating jobs and inclusive growth;
2. Reducing poverty and tackling the high cost of living; and
3. Building a capable, ethical, and developmental state.

Inclusive growth and job creation will be viewed as an Apex priority. All spheres of government, clusters, and sectors will prioritise relevant economic interventions. The three strategic priorities are interrelated and interlinked. A capable state plays a key role (directly and indirectly) within the economy through regulation, and by creating an enabling environment. The social wage is a key instrument for poverty reduction and is a safety net for the vulnerable. It also ensures that the country has a skilled and healthy workforce, quality infrastructure and provides basic services.

NSFAS plays a critical role in advancing the following outcomes.

Outcomes linked to MTDP	Outcomes in the PSET Plan
Improved education outcomes and skills	Increased access to PSET opportunities
Skills for the economy	Improved responsiveness of the PSET system
Social cohesion and nation-building	Improved success and the efficiency of PSET
	Improved quality of the PSET system PSET provisioning

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.

Below are key thematic areas which give an indication of priorities for the remainder of the year and also demonstrate the extent of alignment between NSFAS-prioritised KPIs and the 7th Administration priorities, Minister's Imperatives, and the PSET outcomes.

Alignment to Strategic Imperatives			
Thematic Areas	7th Administration Priorities	Minister's Imperatives	Sector Priorities
<b>Leadership and Governance</b>			
Unqualified audit opinion with findings	X	X	
Percentage of funded vacancies filled within 90 days		X	
Percentage of women employed in senior management positions	X	X	
<b>Operational Efficiency and Digital Transformation</b>			
Percentage availability of student application system		X	X
Digitisation of NSFAS operations, processes, activities, and business models achieved		X	X
Percentage availability of student application system		X	X
NSFAS Eligibility Criteria and Conditions for Financial Aid Guidelines released	X	X	X
Number of eligible university and TVET college students receiving NSFAS bursaries annually	X	X	X
Number of eligible university and TVET students receiving bursaries and have been paid annually from other funders	X	X	X
Baseline report on the NSFAS Loan Scheme (missing middle)	X	X	X
Percentage of all valid appeals completed within 45 working days		X	X
<b>Stakeholder Relations</b>			
The Stakeholder Engagement Framework approved	X	X	X
Number of NSFAS regional offices established on a pilot phase	X	X	X
Number of NSFAS-funded students residing in NSFAS-accredited private accommodation that meets the policy on the minimum norms and standards for student housing	X	X	X

## 8.1.2. Key organisational risks and constraints

The placement of NSFAS under Administration and its role in government-wide strategic planning has highlighted the need for risk management with a specific focus on the following areas:

- Operational risk
- ICT risk
- People risk
- Financial risk, including fraud and corruption
- Supply chain management risk
- Strategic and business risk
- Governance risk
- External risk

The organisation has put forward several interventions to mitigate the detected risks and to address other internal weaknesses and these include:

- Strategic planning processes, which include governance, risk, and compliance integration, have been improved. Enterprise operational design and effectiveness with governance risk and compliance integration are being reviewed. The internal control environment has been strengthened with increased capacity to detect and prevent fraud, corruption, irregularities, and fruitless and wasteful expenditure. Quality control to ensure accuracy, completeness, and data integrity have been incorporated into process designs.

- Organisational awareness campaigns and continuous monitoring of the fraud hotline have been implemented throughout the year. Meaningful stakeholder engagement has been intensified. Internal governance and independent oversight capacity has been developed and implemented. The NSFAS ICT environment has been evaluated to ensure systems are fit for uploading and processing registration data. Enterprise-wide internal processes are currently under review for continuous improvement. An additional budget has been allocated to support the NSFAS ICT improvement process. Accountability and consequence management is being led by the GRC Unit and driven within the organisation to improve ethical, transparent, and fair business practices.



### 8.1.3. Funding capability

The fee-free education pronouncement has seen the government allocating funding of R58,5 billion for the 2024/25 period. This represents a 1% decrease from the prior period allocation of R58,8 billion. Student funding transfers from the Department constitute an estimated 87% of the revenue for 2024/25. The student funding allocation from DHET is expected to decrease gradually over the forecasted period due to communicated reductions in allocations, necessitated by the growing national wage bill, making it imperative for NSFAS to explore other fundraising and income-generating initiatives. The balance of 13% of the student funding is set to be derived mainly through transfers from the DBE for the Funza Lushaka teacher bursary programme, NSF, SETAs, DOL, local non-government donors, and other government departments.

NSFAS recognises that the "Missing Middle" students were excluded from the NSFAS funding bracket. This category of students comes from working-class households whose total household income sits above the NSFAS bursary's maximum determined income threshold of R350,000 per annum.

These mentioned changes require significant financial investment for the systems, controls, and processes to effectively support implementation. However, such changes have not been aligned with the organisation's administrative budget.

The administration budget currently accounts for 0.72% (2024/25) of the student funding budget. This imposes strict limitations on the improvements that the organisation can put in place. This shortfall manifests in continuing inefficiencies in administering student funds and weaknesses in implementing internal controls. From 2022/23, NSFAS has been utilising recovered funds to supplement the administration budget.

NSFAS is in the process of improving its internal control and processes. Furthermore, NSFAS is implementing various projects, including but not limited to direct payments, student accommodation, ICT strategy, student loan funding for the Missing Middle, and finalising the institution's reconciliation process. It is expected that these projects will result in a significant increase in NSFAS expenditure in the remainder of the current financial period (2023/24) and over the MTEF period as part of the implementation and maintenance of operations.

NSFAS is also in the middle of exploring various income-generating and fundraising projects to raise funds to supplement the administration budget. The entity is also cognisant of the fact that it has to build its reputation and restore confidence in the public to position itself to raise more funds.

Medium-term expenditure estimate						
R thousand	2023/24	Adjustment	Revised Appropriation 2023/24	2024/25	2025/26	2026/27
R'000						
<b>Entity Revenue:</b>						
Administration fees	50,610	0	50,610	53,444	56,437	59,259
Interest	904,802	16,063	920,865	976,117	1,034,684	1,096,765
Unclassified revenue	22,311	224,025	246,336	261,116	276,783	293,390
<b>Total Entity Revenue</b>	<b>977,723</b>	<b>240,088</b>	<b>1,217,811</b>	<b>1,290,677</b>	<b>1,367,904</b>	<b>1,449,414</b>
<b>Transfers Received:</b>						
DHET bursaries: Universities	38,674,317	4,755,089	43,429,406	37,915,950	39,298,616	41,282,755
DHET bursaries: TVET Colleges	8,954,222	3,978	8,899,134	8,731,769	9,123,021	9,601,577
DHET administration Grant	318,548		318,548	332,709	347,469	363,388
Other government units	1,591,402	0	1,591,402	1,686,886	1,788,099	1,895,385
Departmental agencies and accounts	486,924	3,755,000	4,241,924	4,496,439	4,766,226	5,052,199
<b>Total Transfers Received</b>	<b>50,025,413</b>	<b>8,514,067</b>	<b>58,480,414</b>	<b>53,163,754</b>	<b>55,323,431</b>	<b>58,195,305</b>
<b>Total Revenue</b>	<b>51,003,136</b>	<b>8,754,155</b>	<b>59,698,225</b>	<b>54,454,431</b>	<b>56,691,335</b>	<b>59,644,719</b>
<b>DHET admin grant as a % of DHET funding</b>			0.61%	0.71%	0.72%	0.71%
<b>Total admin fees as a % of funding</b>			0.63%	0.73%	0.73%	0.73%

## 8.1.4. Human resources capacity

Following the successful conclusion of the organisational design project which led to an affirmed NSFAS ambition to focus on the student beneficiary, we are glad to go into the next phase of maturing the internal environment by entrenching the student-centric priority across our people. The realisation of the student-centric model will require the NSFAS leadership to unify the internal people environment that will give rise to employee-centric investment and interventions.

Various initiatives aligned to the board-approved micro-structure are being launched to ensure a future-fit and values-driven organisation. The main emphasis is on organisational effectiveness which will be achieved through ensuring the building blocks are in place toward entrenching a culture of accountability and performance. Job profiling and skills audits will underscore the previous job-matching exercise to build effective and efficient capacity and capability within our business units. We are aligning roles to a competency framework that includes behavioural as well as technical competencies. Behavioural competencies are further aligned with our approved values in order to support leaders in driving ethical behaviour. Job descriptions derived from the job profiling exercise will ensure that our employees are empowered in terms of role clarification as well as team and business unit deliverables.

To achieve this great plan, the HR department brings to the table cutting-edge interventions that will improve talent management and emphasise the areas of talent sourcing, onboarding, induction, and performance management. We will also implement people development strategies that will help NSFAS to know its talent, mentor, coach, cherish, and retain the best talent and further contribute to the embodiment of the winning culture and teams, which will ultimately help our student beneficiaries thrive in their academic endeavours.

will be constantly under check to support a high-performance culture and to respond adequately in terms of APP requirements. The ability to achieve success in these areas is directly linked to processes adopted during the Administration period. Providing fit-for-purpose services in human resources requires efficiencies in the areas of processes and procedures. All activities will be augmented through change management and values- driven methodology as we endeavour to drive ethical leadership practices.

We are simultaneously dedicating our resources to positively impacting the transformation aspect of the organisations through programmes that will positively guide NSFAS to capture great ideas in the innovation and creativity spheres while taking advantage of the drive to entrench compliance and accountability across all levels of work, from strategy implementation, policy optimisation and compliance, and the process mapping and improvement environments of the organisation. This effort shall further require role clarity at an individual and team level across the organisation. The same clarity requires proper recording of job expectations and chain of command to be embedded in all our job functions. The collective effort to lead by example, live the NSFAS values, and improve in communication style and decision will be the pivotal ingredients to be employed to positively affect how we want our stakeholders to perceive us.

Achieving our employment equity goals and targets extends to the development and empowerment of our management teams through leadership development programmes, mentoring, and coaching. Empowering managers to support and motivate our workforce to perform at elevated levels is at the core of our transformation efforts. Building capacity within human resources is a high priority and the process is underway to recruit key roles within the approved micro-structure.

Our recruitment and performance management policies



## 8.2. External environment analysis

### 8.2.1. Demographic and policy trajectory

The 2024/25 APP is pegged against the Census 2022 results which show that South Africa is on the right course to attain the goal expressed in the Freedom Charter in 1955 and the Bill of Rights in 1996 which identified education as a human right. The Census 2022 results track the progress in education to date, including indicators on school attendance, education attainment, and field of education, and give cross-comparison between 1996 and 2022 census data. The data provided indicates that as of 2022, more than 14,1 million individuals aged 20 and over have successfully completed secondary school (37.6 % in 2022, compared to 16.3% in 1996). This is an indication of good policy choices in the area of education in addressing the plight of historically disadvantaged populations.

Providing funding such as the NSFAS bursaries and loans for disadvantaged learners undertaking higher education is now bearing fruits. Whilst a marked improvement is clearly reported, there remains a concern regarding access to certain fields of study in post-secondary education where gender parity is still an issue. Two principal fields of study for 2011 and 2022 were business, economics and management sciences, and education, which were dominated by females, whilst males dominated in engineering sciences. This observation provides some scope for policy refinement to ensure greater participation of women and girls in science, technology, engineering, and mathematics to address gender and development challenges. NSFAS is at the forefront of addressing this challenge by championing policy interventions through the Comprehensive Student Funding Model.

The DHET introduced new measures to support the "Missing Middle" to access financial assistance from the government in the form of loans to pursue their studies. These are all the categories of students who fall outside the R350,000 per annum income threshold and were not supported by the NSFAS's current bursary and funding policy. The qualifying criteria for this product (loan) lean towards science, technology, engineering, and mathematics (STEM) programmes and may be adjusted to include commercial programmes that are in demand in the labour market or entrepreneurial programmes. Ensuring female participation in this programme will be a game changer and is most likely to alter the current developmental trajectory and place women and girls in the lead.

Mindful of these disparities as a result of our history and subsequent prevailing socio-economic realities of our country, the government has approved an initial R3,8 billion investment for the 2024 academic year to be dedicated to providing funding for the "Missing Middle," in the form of a loan scheme. This investment comprises R1,5 billion from the NSF and R2,3 billion from SETAs. This initial investment is estimated to fund about 31,884 of the "Missing Middle" students in the 2024 academic year. In line with the government's 2025–2034 long-term plan for the "Missing Middle," the government will again increase funding for the "Missing Middle" loan scheme to meet the growing demands for post-school education in South Africa.



## 8.3. SWOT Analysis (Internal)

 <b>STRENGTHS</b>	<p><b>Outlook</b></p> <ul style="list-style-type: none"> <li>• Relevant vision, mission, and mandate.</li> <li>• NSFAS has adopted a student-centric approach.</li> <li>• Improvements in student-centric services.</li> <li>• Piloting regional offices and contact centres to enable face-to-face contact with students.</li> <li>• The planning, finance, internal audit, and risk units are in place. Creation of a value-added student services unit to provide wrap-around support, check-ins with students, and manage exit strategy.</li> <li>• Immediate funding decisions to SASSA beneficiaries</li> </ul> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Establishing regional pilot offices in three provinces (Eastern Cape, Kwa-Zulu Natal, and Gauteng).</li> <li>• Entrenching the student-centric priority across the organisation.</li> <li>• Launching various initiatives aligned to the board-approved micro-structure to ensure a future-fit and values-driven organisation.</li> <li>• Aligning roles to a competency framework that includes behavioural and technical competencies.</li> <li>• Building capacity within human resources. This is a high priority for the organisation and the process is underway to recruit key roles.</li> </ul>
 <b>WEAKNESSES</b>	<p><b>Outlook</b></p> <ul style="list-style-type: none"> <li>• Delays in processing students' allowances.</li> <li>• Delays in processing appeals.</li> <li>• Lack of communication with students and other critical stakeholders.</li> <li>• Poor query management.</li> <li>• Concerns about how N+1 policy is calculated and the treatment of gap years.</li> <li>• Non-compliance with governance imperatives.</li> <li>• Lack of accountability</li> <li>• Lack of integrated systems .</li> </ul> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Communication strategy and stakeholder engagement plans are under formulation.</li> <li>• Implementation of the student accommodation project.</li> <li>• Guidelines on N+ rules are under checks and necessary revisions are carried out.</li> <li>• Capacitating ICT unit to lead the ICT strategy for the organisation.</li> <li>• Significant budget investment in the ICT.</li> </ul>

## SWOT Analysis (External)

 <b>OPPORTUNITIES</b>	<p><b>Outlook</b></p> <ul style="list-style-type: none"> <li>• Collaboration with accredited private accommodation providers.</li> <li>• Availability of mobile and intelligent technologies.</li> <li>• Working with SARS to determine our current debtors.</li> <li>• Engagements with the public sector for all new employees (NSFAS debtors) to sign a consent form for NSFAS salary deductions.</li> <li>• Working with the private sector in identifying NSFAS debtors for recoveries.</li> <li>• Engagement with the broader community to create awareness and encourage debtors to fulfil their obligations.</li> <li>• District Development Model.</li> </ul> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Exploring Government to Government (G2G) partnerships on data-sharing platforms, co-location in terms of the regionalisation of NSFAS. Expanding public-private partnership focusing largely on impact investing, catalytic funding, and social impact bonds as financing instruments in higher education.</li> <li>• Building trust between government and the private sector.</li> <li>• Improving stakeholder engagement and relations.</li> </ul>
 <b>THREATS</b>	<p><b>Outlook</b></p> <ul style="list-style-type: none"> <li>• Student payments through third-party platforms have inherent fraud.</li> <li>• Risks and delays.</li> <li>• Glitches in student application systems.</li> <li>• Increased number of eligible students in need of financial support.</li> <li>• Stagnation of recoveries from debtors due to the high unemployment rate in the country.</li> <li>• Fee-free higher education impacts negatively on historic debt recovery rate from debtors.</li> <li>• Brand and organisational reputational risk due to poor and non-delivery of key services.</li> </ul> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Heightened focus on cyber security.</li> <li>• Implementation of a fully functioning Security Operating Centre (SOC).</li> <li>• Attracting talent to the NSFASv Communicating success stories and profiling beneficiaries.</li> <li>• Utilisation of actuarial services to project student funding.</li> <li>• Policy renewal project to enforce documentation and conformance to the institution's policies and governing frameworks.</li> </ul>



## Part C: Measuring Our Performance

## 9. Institutional Performance Information

### 9.1. Institutional performance highlight

During the year 2023/2024, the entity has disbursed allocated DHET bursary funds to qualifying students. Despite major challenges that exist within the entity, such as governance, payments, and system capacity constraints, the achievement displayed continued commitment and efficiency towards the goal of providing funding decisions to students in higher education and training.

The entity faced challenges in confirming funding decisions for students with incomplete supporting documents or where the DHA verification revealed contradictions. This often occurs when students cannot identify the second parent.

### 9.2. Programme 1: Administration

**Purpose:** This programme aims to conduct the overall management, administration, and governance of the entity and to provide efficient and effective support services to sustain the student-centred operating model.

Outcomes, outputs, output indicators, and targets

#### Office of the CEO

			Audited Performance			Estimated Performance	MTEF Targets		
Outcome	Outputs	Outputs Indicators	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Improvement in the stakeholder community's perception of the organisation.	Stakeholder Engagement Framework	*KPI 1.1 Approved Stakeholder Engagement Framework	New indicator -	New indicator -	New indicator -	N/A	Stakeholder Engagement Framework approved	N/A	N/A

#### Quarterly Targets

Quarterly Targets							
Output Indicators		Annual targets		Q 1	Q 2	Q 3	Q 4
*KPI 1.1 Approved Stakeholder Engagement Framework		Stakeholder Engagement Framework approved		N/A	N/A	N/A	Stakeholder Engagement Framework approved by the Accounting Officer.

\* The proposed revision reflected on KPI 1.1 broadens the entity's engagement with stakeholders and provides a systematic approach to addressing stakeholder relations within and outside the organisation.

## Finance

			Audited Performance			Estimated Performance	MTEF Targets		
Outcome	Outputs	Outputs Indicators	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
An optimal, efficient, and effective operating business	Recovered monies from student loan debtors	*KPI 2.1 The total amounts of cash receipts allocated to loan book debtors in the current financial year, to reduce or settle outstanding student loan book balances	R388,1 million	R341,7 million	N/A	R300 million	R200 million	R250 million	R300 million
A well-governed organisation and a strong internal control environment	Unqualified audit opinion	KPI 2.2 Unqualified audit opinion with findings	Qualified audit opinion	Unqualified audit opinion with findings	N/A	Unqualified audit opinion	Unqualified audit opinion with findings	Unqualified audit opinion	Unqualified audit opinion

## Quarterly Targets

Quarterly Targets					
Output Indicators	Annual targets	Q 1	Q 2	Q 3	Q 4
*KPI 2.1 The total amounts of cash receipts allocated to loan book debtors in the current financial year, to reduce or settle outstanding student loan book balances	R200 million	R50 million	R50 million	R50 million	R50 million
KPI 2.2 Unqualified audit opinion with findings	Unqualified audit opinion with findings	N/A	Unqualified audit opinion with findings	N/A	N/A

\* The revised KPI 2.1 provides clarity on how to calculate the reported achievement. It ensures that recoveries from previous years that were not reported due to not being allocated to student accounts can be included in the current year if the payer could be identified at a later stage. It further ensures that the current situation of not having a loan management system does not negatively impact the reported performance.

## Information Communication and Technology (ICT)

			Audited Performance			Estimated Performance	MTEF Targets		
Outcome	Outputs	Outputs Indicators	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
An optimal, efficient, and effective operating business	Organisational cyber security maturity framework improved	KPI 3.1 Organisational cyber security maturity posture achieved as per the National Institute of Standards and Technology (NIST) standard	Level 0	Level 0	-	Level 3 of maturity with respect to the NIST Cyber Security Framework	Level 4	Level 5	Level 5
	Digitisation of NSFAS operations, processes, activities, and business models achieved	KPI 3.2 Organisational ICT Digital Transformation Strategy level achieved	New indicator	New indicator	New indicator	50% implementation of the Organisational ICT Digital Strategy as per each project's charter	Level 4	Level 4	Level 5
	Student application system availability achieved	KPI 3.3 Percentage availability of student application system	New indicator	New indicator	New indicator	95% of application system availability to applicants	95%	99%	99%

### Quarterly Targets

Quarterly Targets					
Output Indicators	Annual targets	Q 1	Q 2	Q 3	Q 4
KPI 3.1 Organisational cyber security maturity posture achieved as per the NIST standard	Level 4	N/A	N/A	N/A	Level 4
KPI 3.2 Organisational ICT Digital Transformation Strategy level achieved	Level 4	N/A	N/A	N/A	Level 4
KPI 3.3 Percentage availability of student application system	95%	95%	95%	95%	95%

## Human Resources Management

			Audited Performance			Estimated Performance	MTEF Targets		
Outcome	Outputs	Outputs Indicators	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
A well-governed organisation and a strong internal control environment	Funded vacancies filled within 90 days	KPI 4.1 Percentage of funded vacancies filled within 90 days	New indicator -	New indicator -	New indicator -	To appoint candidates for approved and funded vacancies within 90 days.	50%	60%	70%
A well-governed organisation and a strong internal control environment	Women employed in executive positions	*KPI 4.2 percentage of women in executive positions	New indicator -	New indicator -	New indicator -	50% of women employed in B and D and E management positions	50%	50%	50%

### Quarterly Targets

Quarterly Targets					
Output Indicators	Annual targets	Q 1	Q 2	Q 3	Q 4
KPI 4.1 Percentage of funded vacancies filled within 90 days.	50%	50%	50%	50%	50%
*KPI 4.2 percentage of women in executive positions	50%	N/A	N/A	N/A	50%

\* Levels below executives are operationally managed using Employment Equity (EE) requirements. The new KPI is transformative and has positive impact in terms of the BBEEE rating of the entity (specifically the EE pillar as this aligns with our goals and targets). Concerted effort will go into "ring-fencing" roles for the appointment of female candidates at Executive and Top Management levels (bands E and F).



## Corporate Services

			Audited Performance			Estimated Performance	MTEF Targets		
Outcome	Outputs	Output Indicators	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
An optimal, efficient, and effective operating business	Student accommodation project implemented	*KPI 5.1 Number of NSFAS-funded students residing in NSFAS-accredited private accommodation that meets the policy on the minimum norms and standards for student housing	New indicator	New indicator	New indicator	N/A	45,000	55,000	65,000
	NSFAS regional office pilot established in Gauteng, KZN, and Eastern Cape provinces	KPI 5.2 Number of NSFAS regional offices established on a pilot phase	New indicator	New indicator	New indicator	N/A	3 NSFAS regional offices established on pilot phase in Gauteng, KZN, and Eastern Cape provinces	N/A	N/A

## Quarterly Targets

Quarterly Targets					
Output Indicators	Annual targets	Q 1	Q 2	Q 3	Q 4
*KPI 5.1 Number of NSFAS funded students residing in NSFAS-accredited private accommodation that meets the policy on the minimum norms and standards for student housing	45,000	N/A	N/A	N/A	45,000
KPI 5.2 Number of NSFAS regional offices established on a pilot phase in Gauteng, KZN, and Eastern Cape provinces	3 NSFAS regional offices established on pilot phase in Gauteng, KZN, and Eastern Cape provinces	Engage stakeholders on the establishment of 3 regional offices in a pilot phase.	N/A	Set 1 pilot office in the most suitable district	Setting up 2 pilot offices in the most suitable districts

\* Whilst the KPI 5.1 remained the same, the actual annual target was revised upwards from 3000 to 45000 to ensure that the set target is in line with the available program baseline information and consistent with the report provided in quarter one (1).

## Communications

			Audited Performance			Estimated Performance	MTEF Targets		
Outcome	Outputs	Outputs Indicators	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Improvement in the stakeholder community's perception of the organisation	Communications strategy implemented	KPI 6.1 Number of marketing campaigns conducted	New indicator	New indicator	New indicator	N/A	6	N/A	N/A
		KPI 6.2 Number of events and outreach programmes conducted	New indicator	New indicator	New indicator	N/A	10	N/A	N/A

## Quarterly Targets

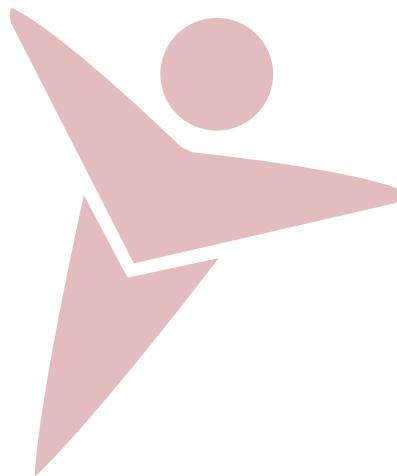
Quarterly Targets						
Output Indicators	Annual targets	Q 1	Q 2	Q 3	Q 4	
*KPI 6.1 Number of marketing campaigns conducted	6	N/A	2	2	2	
*KPI 6.2 Number of events and outreach programmes conducted	10	2	2	4	2	

The previous indicator was not aligned with the annual target. The annual target has been revised to reflect the set performance indicator. This revision applies to both KPI 6.1 and KPI 6.2.



## Strategic Enablement

			Audited Performance			Estimated Performance	MTEF Targets		
Outcome	Outputs	Output Indicators	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
A well-governed organisation and a strong internal control environment	Research reports	7.1 Number of research reports approved annually	New indicator	3 research reports produced	-	4 research reports	2	2	2
A well-governed organisation and a strong internal control environment	Policy advisory briefs	7.2 Number of policy advisory briefs produced annually	4 policy advisory briefs produced	11 policy advisory briefs produced	-	N/A	2	2	2
Increased number of eligible students being funded fairly and equitably	Approved Eligibility Criteria and Conditions for Financial Aid Guidelines	KPI 7.3NSFAS Eligibility Criteria and Conditions for Financial Aid Guidelines approved	New indicator	New indicator	New indicator	Eligibility criteria are distributed before registration for the next academic year	Eligibility Criteria and Conditions for Financial Aid Guidelines approved	Eligibility Criteria and Conditions for Financial Aid Guidelines approved	Eligibility Criteria and Conditions for Financial Aid Guidelines approved
Increased number of eligible students being funded fairly and equitably	Eligible students funded by NSFAS	KPI 7.4 Number of eligible university and TVET students receiving bursaries and have been paid annually from other funders	New indicator	New indicator	New indicator	15,000	15,900	16,854	21,438



## Quarterly Targets

Quarterly Targets						
Output Indicators		Annual targets	Q 1	Q 2	Q 3	Q 4
KPI 7.1 Number of research reports approved annually		2	1	-	1	-
KPI 7.2 Number of policy advisory briefs produced annually		2	-	1 policy advisory brief	-	1 policy advisory brief
KPI 7.3 NSFAS Eligibility Criteria and Conditions for Financial Aid Guidelines approved		Eligibility Criteria and Conditions for Financial Aid Guidelines approved	-	Eligibility Criteria and Conditions for Financial Aid Guidelines approved by the Administrator	-	-
KPI 7.4 Number of eligible university and TVET students receiving bursaries and have been paid annually from other funders		15,900	-	-	-	15,900

### 9.3 Programme 2: Student-centred model-Operations

**Purpose:** To administer student-centred loans and bursaries in line with the entity's mandate and government priorities.

Outcomes, output, performance indicators, and targets.

## Operations

			Audited Performance			Estimated Performance	MTEF Targets		
Outcome	Outputs	Output Indicators	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Increased number of eligible students being funded fairly and equitably	Eligible students funded by NSFAS	KPI 8.1 Number of eligible university students receiving NSFAS bursaries annually	New indicator	New indicator	New indicator	439,659	417,938	426,296	434,823
		KPI 8.2 Number of eligible TVET students receiving NSFAS bursaries annually	New indicator	New indicator	New indicator	337,224	183,145	186,808	190,544
Increased number of eligible students being funded fairly and equitably	Baseline Report on the NSFAS Loan Scheme	*KPI 8.3 Baseline Report on the NSFAS Loan Scheme	New indicator	New indicator	New indicator	N/A	Baseline Report	-	-
Increased number of eligible students being funded fairly and equitably	Funded students receiving allowances	KPI 8.4 Percentage of funded students receiving allowances	New indicator	New indicator	New indicator	N/A	80%	80%	80%

KPI 8.3 is new and takes into consideration the new policy directive or re-introduction of loans by DHET at NSFAS in a revised format which requires baseline information and the development of associated automated systems. A manual process was put in place to accommodate current students. Baseline information is required to determine accurate targets and qualifying students. In addition, the allocated funds were not sufficient to support the targets. Hence the shift from the previous quantitative loan targets (69 591 jointly for Universities and TVETs) to a qualitative target was necessary.

## Operations (continuation)

			Audited Performance			Estimated Performance	MTEF Targets		
Outcome	Outputs	Output Indicators	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Increased number of eligible students being funded fairly and equitably	Funded students receiving tuition	KPI 8.5 Percentage of funded students receiving tuition	New indicator	New indicator	New indicator	N/A	80%	80%	80%
An optimal, efficient, and effective operating business	Timeous payment of tuition and allowances to funded students.	KPI 8.6 Payments to funded students made in accordance with the disbursement schedule	New indicator	New indicator	New indicator	N/A	90%	90%	90%
An optimal, efficient, and effective operating business	Reduction in average call waiting time	KPI 8.7 Percentage reduction in average call waiting time	New indicator	New indicator	New indicator	Average 2% reduction in call waiting time versus the previous period reporting figures	8%	10%	15%
An optimal, efficient, and effective operating business	Turnaround time for customer queries improved	KPI 8.8 Percentage of queries resolved within a quarter	New indicator	New indicator	New indicator	N/A	50%	50%	50%
An optimal, efficient, and effective operating business	Timely closure of valid appeals	KPI 8.9 Percentage all valid appeals completed within 45 working days	New indicator	New indicator	New indicator	90% of valid appeals completed within 45 working days	80%	80%	80%

KPIs 8.4, 8.5 and 8.6 replace the original KPI which measured the percentage of allowances paid directly to student bank accounts, and the tuition and allowances paid to institutions within 30 calendar days following the receipt of valid registration data. The revised KPIs focus on funded students receiving tuition and allowances and remain neutral on the modality of payment which is susceptible to changes as the entity considers the most effective ways of disbursing funds to students and institutions. A dedicated focus was also placed on the efficiency measure under KPI 8.6 which measures performance on disbursement.

Whilst KPI 8.7 remain unchanged, adjustments were made to clarify the language used in the method of calculations.

Minor amendments to KPI 8.8 were effected to make the time frame explicit - shift from **specified time** to **within a quarter** which is more precise.

## Quarterly Targets

Quarterly Targets					
Output Indicators	Annual targets	Q 1	Q 2	Q 3	Q 4
KPI 8.1 Number of eligible university students receiving NSFAS bursaries annually	417, 938	-	-	-	417, 938
KPI 8.2 Number of eligible TVET students receiving NSFAS bursaries annually.	183, 145	-	-	-	183, 145
KPI 8.3 Baseline Report on the NSFAS Loan Scheme	Approved Baseline Report on NSFAS Loan Scheme	-	-	-	Approved Baseline Report on NSFAS Loan Scheme
KPI 8.4 Percentage of funded students receiving allowances	80%	-	-	-	80%
KPI 8.5 Percentage of funded students receiving tuition	80%	-	-	-	80%
KPI 8.6 Payments to funded students made in accordance with the disbursement schedule	90%	-	-	-	90%
KPI 8.7 Percentage reduction in average in call waiting time.	8%	2%	4%	6%	8%
KPI 8.8 Percentage of queries resolved within a quarter	50%	50%	50%	50%	50%
KPI 8.9 Percentage of all valid appeals completed within 45 working days	80%	80%	80%	80%	80%

## 10. Programme Resource Consideration (Budget)

### Revenue Estimates

Medium-Term Expenditure Estimate						
R thousand	2023/24	Adjustment	Revised Appropriation 2023/24	2024/25	2025/26	2026/27
<b>Entity Revenue:</b>						
1. Administration fees	50,610	0	50,610	53,444	56,437	59,259
2. Interest	904,802	16,063	920,865	976,117	1,034,684	1,096,765
3. Unclassified revenue	22,311	224,025	246,336	261,116	276,783	293,390
<b>Total Entity Revenue</b>	<b>977,723</b>	<b>240,088</b>	<b>1,217,811</b>	<b>1,290,677</b>	<b>1,367,904</b>	<b>1,449,414</b>
<b>Transfers Received:</b>						
1. DHET Bursaries: Universities	38,674,317	4,755,089	43,429,406	37,915,950	39,298,616	41,282,755
2. DHET Bursaries: TVET Colleges	8,954,222	3,978	8,899,134	8,731,769	9,123,021	9,601,577
3. DHET administration grant	318,548		318,548	332,709	347,469	363,388
4. Realisation of deferred transfers	N/A	N/A	N/A	N/A	N/A	N/A
5. Other government units	1,591,402	0	1,591,402	1,686,886	1,788,099	1,895,385
6. Departmental agencies and Accounts	486,924	3,755,000	4,241,924	4,496,439	4,766,226	5,052,199
7. Higher education institutions	N/A	N/A	N/A	N/A	N/A	N/A
8. Local non-government donors	N/A	N/A	N/A	N/A	N/A	N/A
9. International donor organisations	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total Transfers Received</b>	<b>50,025,413</b>	<b>8,514,067</b>	<b>58,480,414</b>	<b>53,163,754</b>	<b>55,323,431</b>	<b>58,195,305</b>
<b>Total Revenue</b>	<b>51,003,136</b>	<b>8,754,155</b>	<b>59,698,225</b>	<b>54,454,431</b>	<b>56,691,335</b>	<b>59,644,719</b>

### Expenditure Estimates

Medium-Term Expenditure Estimate						
R thousand	2023/24	Adjustment	Revised Appropriation 2023/24	2024/25	2025/26	2026/27
1. Administration	298,768	247,851	546,619	591,032	626,494	664,083
2. Student-Centred Financial Aid	49,799,864	8,445,965	58,245,829	52,911,904	55,056,257	57,911,954
2.1 Operations (administration)	92,700	5,562	98,262	104,158	110,408	117,032
2.2 Bursaries	49,707,164	8,440,403	58,147,567	52,807,746	54,945,849	57,794,922
<b>Sub-total</b>	<b>50,098,632</b>	<b>8,693,816</b>	<b>58,792,449</b>	<b>53,502,935</b>	<b>55,682,750</b>	<b>58,576,037</b>
Accounting expenses (depreciation/impairment losses)	905,776	N/A	905,776	951,495	1,008,585	1,068,682
<b>Total Expenditure</b>	<b>51,004,409</b>	<b>8,693,816</b>	<b>59,698,225</b>	<b>54,454,430</b>	<b>56,691,335</b>	<b>59,644,719</b>
Accounting surplus/(Deficit)	(974)	1,948	974	1,032	1,094	1,160
LESS: Payment for capital assets	974	0	974	1,032	1,094	1,160
<b>Surplus for The Year</b>	<b>(1,272)</b>	<b>1,273</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

## Expenditure Budgets Details

Medium-Term Expenditure Estimate						
R thousand	2023/24	Adjustment	Revised Appropriation 2023/24	2024/25	2025/26	2026/27
<b>Economic Classification</b>						
<b>Current payments</b>						
Compensation of employees	224,164	(16,999)	207,165	237,662	251,922	267,037
<b>Goods and Services</b>	<b>166,331</b>	252,382	<b>418,712</b>	<b>443,835</b>	<b>470,465</b>	<b>498,693</b>
Communications	6,698	57,000	63,698	67,520	71,571	75,865
Consultants, contractors and special services	27,140	121,594	148,734	157,658	167,118	177,145
Outside services, maintenance	95,619	(40,069)	55,550	58,883	62,416	66,161
Staff education, training, and development	1,249	500	1,749	1,854	1,965	2,083
Postage, stationery, and computer services	31,780	90,255	122,035	129,357	137,119	145,346
Official functions	3,844	23,102	26,946	28,563	30,277	32,094
<b>Transfers and subsidies to</b>	<b>49,707,164</b>	8,440,403	<b>58,147,567</b>	<b>52,807,746</b>	<b>54,945,849</b>	<b>57,794,922</b>
<b>Households</b>	<b>49,707,164</b>	8,440,403	<b>58,147,567</b>	<b>52,807,746</b>	<b>54,945,849</b>	<b>57,794,922</b>
<b>Payments for capital Assets</b>	<b>974</b>	6,400	<b>7,374</b>	<b>7,816</b>	<b>8,285</b>	<b>8,783</b>
<i>Furniture and office equipment</i>	N/A	N/A	N/A	N/A	N/A	N/A
<i>Software and other intangible assets</i>	N/A	N/A	N/A	N/A	N/A	N/A
Computer equipment	974	6,400	7,374	7,816	8,285	8,783
<b>Vehicles</b>	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total</b>	<b>50,098,632</b>	8,682,186	<b>58,780,818</b>	<b>53,497,059</b>	<b>55,676,521</b>	<b>58,569,434</b>
Accounting expenses (depreciation/impairment losses)	905,776	N/A	905,776	951,495	1,008,585	1,068,682



## Programme 1: Administration

Programme 1	Medium-Term Expenditure Estimate					
	R thousand	2023/24	Adjustment	Revised Appropriation 2023/24	2024/25	2025/26
1. Administration	298,768	247,851	546,619	591,032	626,494	664,083
<b>Sub-total</b>	<b>298,768</b>	<b>247,851</b>	<b>546,619</b>	<b>591,032</b>	<b>626,494</b>	<b>664,083</b>
<b>Current payments</b>	N/A	N/A	N/A	N/A	N/A	N/A
Compensation of employees	133,158	(10,931)	122,227	141,176	149,647	158,625
Goods and Services	164,636	252,382	417,018	442,039	468,561	496,675
Consultants, contractors, and special services	27,140	121,594	148,734	157,658	167,118	177,145
Outside services, maintenance	94,726	(40,069)	54,657	57,936	61,413	65,097
Staff education, training, and development	1,249	500	1,749	1,854	1,965	2,083
Postage, stationery, and computer services	31,780	90,255	122,035	129,357	137,119	145,346
Official functions	3,043	23,102	26,145	27,714	29,377	31,139
Communications	6,698	57,000	63,698	67,520	71,571	75,865
<b>Payments for capital assets</b>	<b>974</b>	<b>6,400</b>	<b>7,374</b>	<b>7,816</b>	<b>8,285</b>	<b>8,783</b>
Furniture and office equipment	N/A	N/A	N/A	N/A	N/A	N/A
Software and other intangible assets	N/A	N/A	N/A	N/A	N/A	N/A
Computer equipment	974	6,400	7,374	7,816	8,285	8,783
Vehicles	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total</b>	<b>298,768</b>	<b>247,851</b>	<b>546,619</b>	<b>591,032</b>	<b>626,494</b>	<b>664,083</b>
Accounting expenses (depreciation/impairment losses)	5,847	N/A	5,847	6,570	6,964	6,964



## Programme 2: Student-Centred Model

Programme 2	Medium-Term Expenditure Estimate					
	R thousand	2023/24	Adjustment	Revised Appropriation 2023/24	Revised Appropriation 2024/25	Revised Appropriation 2025/26
2.1. Student-centred financial aid operations	92,700	(6,068)	86,632	98,282	104,179	110,430
2.2. Student-centred financial aid bursaries	49,707,164	8,440,403	58,147,567	52,807,746	54,945,849	57,794,922
<b>Sub-total</b>	<b>49,799,864</b>	<b>8,434,335</b>	<b>58,234,199</b>	<b>52,906,027</b>	<b>55,050,028</b>	<b>57,905,351</b>
<b>Current payments</b>						
Compensation of employees	91,006	(6,068)	84,938	96,486	102,275	108,412
<b>Goods and services</b>	<b>1,694</b>	N/A	<b>1,694</b>	<b>1,796</b>	<b>1,904</b>	<b>2,018</b>
<i>Consultants, contractors and special services</i>	N/A					
<i>Outside services, maintenance</i>	893	0	893	946	1,003	1,063
<i>Staff education, training, and development</i>	N/A					
<i>Postage, stationery, and computer services</i>	N/A					
<i>Official functions</i>	801	0	801	850	901	955
<i>Communications</i>	0	0	0	0	0	0
<b>Households</b>	<b>49,707,164</b>	<b>8,440,403</b>	<b>58,147,567</b>	<b>52,807,746</b>	<b>54,945,849</b>	<b>57,794,922</b>
<b>Loan disbursements</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Total</b>	<b>49,799,864</b>	<b>8,434,335</b>	<b>58,234,199</b>	<b>52,906,027</b>	<b>55,050,028</b>	<b>57,905,351</b>
<b>Accounting expenses (depreciation/impairment losses)</b>	<b>899,929</b>	<b>0</b>	<b>899,929</b>	<b>944,925</b>	<b>1,001,621</b>	<b>1,061,718</b>

The allocation on the compensation of employees is expected to increase year on year as vacancies are filled in line with the implementation of the new approved organisational structure. Communication costs are also expected to increase as the entity intensifies its communication with all its stakeholders in response to the recent negative media publicity.

Other areas that will receive attention include the ICT environment, where expenditure is expected to increase in line with the implementation of the ICT strategy which incorporates the development, implementation, and maintenance of robust ICT systems such as ERP, student portal, loan management etc. The initiative on regionalisation will also attract further spending associated with stakeholder engagement and planned pilots in three provinces.



## 11. Key Risks and Mitigation Measures

Outcome	Key Risk	Risk Mitigation
<b>Outcome 1: Increased number of eligible students being funded fairly and equitably</b>	Failure to achieve alternative funding through public and private entities	<ul style="list-style-type: none"> <li>• A funding strategy is in place for fundraising initiatives. NSFAS is building new relationships and maintaining existing funder relations.</li> <li>• A funding unit has been established to drive increased momentum in this space.</li> </ul>
	Inability to recover from student debtors	<ul style="list-style-type: none"> <li>• A recovery strategy is in place for outstanding prior collections.</li> <li>• A loan scheme strategy is being developed to address future debtors.</li> </ul>
	Financial sustainability	<ul style="list-style-type: none"> <li>• Appropriate financial controls are maintained, including regular reporting to the Minister and other regulatory bodies.</li> <li>• Continuous monitoring of budget allocation, cost containment, and optimal disbursement is maintained, including internal quarterly reporting and communications with stakeholders on financial performance.</li> </ul>
<b>Outcome 2: Improvement in the stakeholder community's perception of the organisation</b>	Digitisation	<ul style="list-style-type: none"> <li>• A new acting CIO has been appointed to lead the ICT strategy for the organisation.</li> <li>• The NSFAS systems are being evaluated and updated to ensure that they are fit for uploading and processing bursaries.</li> <li>• Quality checks are performed after the data has been uploaded to ensure its accuracy and completeness.</li> <li>• An additional budget has been allocated to support the NSFAS digitisation process.</li> </ul>
	Cybersecurity and information	<ul style="list-style-type: none"> <li>• Implementing a fully functioning Security Operating Centre (SOC).</li> <li>• Developing and implementing a cybersecurity strategic plan.</li> </ul>
	Trust deficiencies	<ul style="list-style-type: none"> <li>• Maintaining regular and transparent media communications to provide relevant and timely updates.</li> <li>• Promoting training, development, and empowerment of employees.</li> <li>• Developing internal governance and oversight capacity.</li> <li>• Engaging with stakeholders and undertaking roadshows.</li> <li>• Ensuring continuous institution oversight visits.</li> <li>• Enhancing outreach programmes.</li> <li>• Engaging robustly with the student leadership.</li> </ul>

## 11. Key Risks and Mitigation Measures (continuation)

Outcome	Key Risk	Risk Mitigation
	Reputation and brand	<ul style="list-style-type: none"> <li>• Running media campaigns throughout the year.</li> <li>• Enhancing the current proactive communications.</li> <li>• Repositioning the brand (protecting and remedying the brand). Participating and featuring on professional websites and networks.</li> <li>• Providing continuous updated and relevant information on the NSFAS website.</li> </ul>
Outcome 3: A well-governed organisation and a strong internal control environment.	Poor internal governance controls	<ul style="list-style-type: none"> <li>• Renewing policy to enforce documentation and conformance to the institution's policies and governing frameworks.</li> <li>• Creating a central repository accessible to internal stakeholders.</li> <li>• Increasing the capacity of governance and oversight capabilities within the organisation.</li> </ul>
	HR culture capacity and skills	<ul style="list-style-type: none"> <li>• Skills matrix and mapping completed.</li> <li>• Organisational design reviewed and all funded vacancies to be filled timeously.</li> <li>• Enterprise-wide communication on organisational values and behaviours and cultural awareness.</li> <li>• Skills development and training courses identified for colleagues.</li> <li>• Personal development programmes initiated.</li> </ul>
	Fraud and corruption (internal and external)	<ul style="list-style-type: none"> <li>• Increasing publicity for and continuously monitoring the fraud hotline.</li> <li>• Creating fraud awareness campaigns throughout the year.</li> <li>• Increasing internal capacity for fraud prevention initiatives.</li> </ul>
Outcome 4: An optimal efficient and effective operating business	Policy funding discrepancy (political)	<ul style="list-style-type: none"> <li>• Advising the Minister on the funding policies and obtaining concurrence.</li> <li>• Securing budget availability for the 3 years.</li> <li>• Utilising actuarial services to project student funding.</li> </ul>
	Policy funding discrepancy (policy and legal)	<ul style="list-style-type: none"> <li>• Developing annual projections on the funding of students.</li> <li>• Determining the cost of the discrepancies of TVETS and universities and briefing to the Minister.</li> </ul>

## 11. Key Risks and Mitigation Measures (continuation)

Outcome	Key Risk	Risk Mitigation
	<b>Determining</b> Economic participation of NSFAS-funded students.	<ul style="list-style-type: none"> <li>• Providing various value-added services through the Comprehensive Student-Centric Model.</li> <li>• Implementing a student self-help portal and an improved disbursement model.</li> </ul>
	Political risk	<ul style="list-style-type: none"> <li>• Continuously monitoring the external political environment through Horizon Scanning.</li> <li>• Utilising scenario planning and BCDR Principles.</li> </ul>

## 12. Public Private Partnership

NSFAS has set up a Funder Management Unit to manage bursary programmes on behalf of funding entities through the execution of the NSFAS mandate incorporating the increased funding amounts obtained from current funding entities in the form of SETAs and national and provincial government departments.

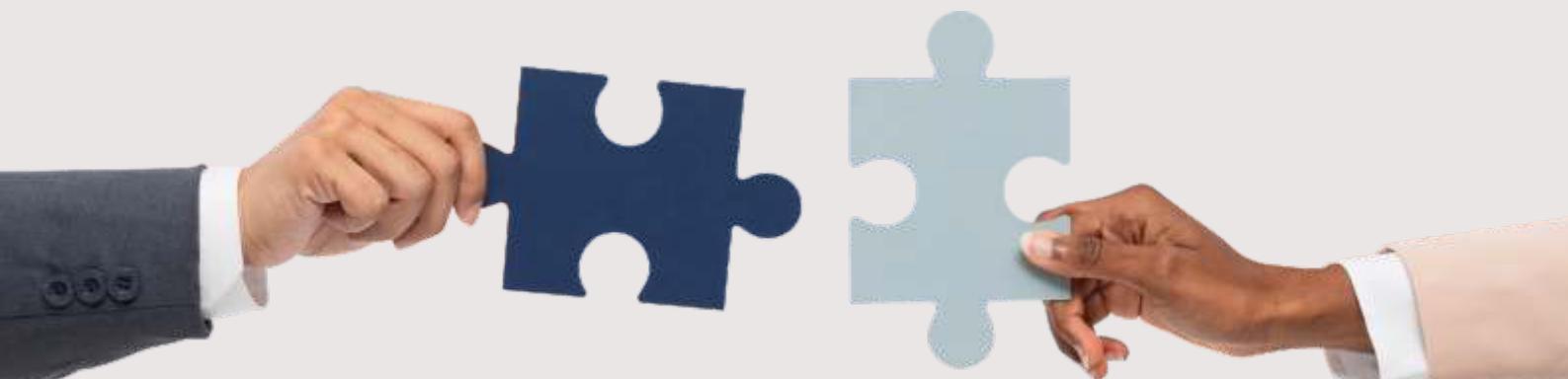
Various funders require support in the grant administration for students studying towards disciplines which are relevant to the scarce and critical skills as defined by the NSDS. NSFAS ensures compliance with the various grant requirements in recruitment, contracting, and disbursements.

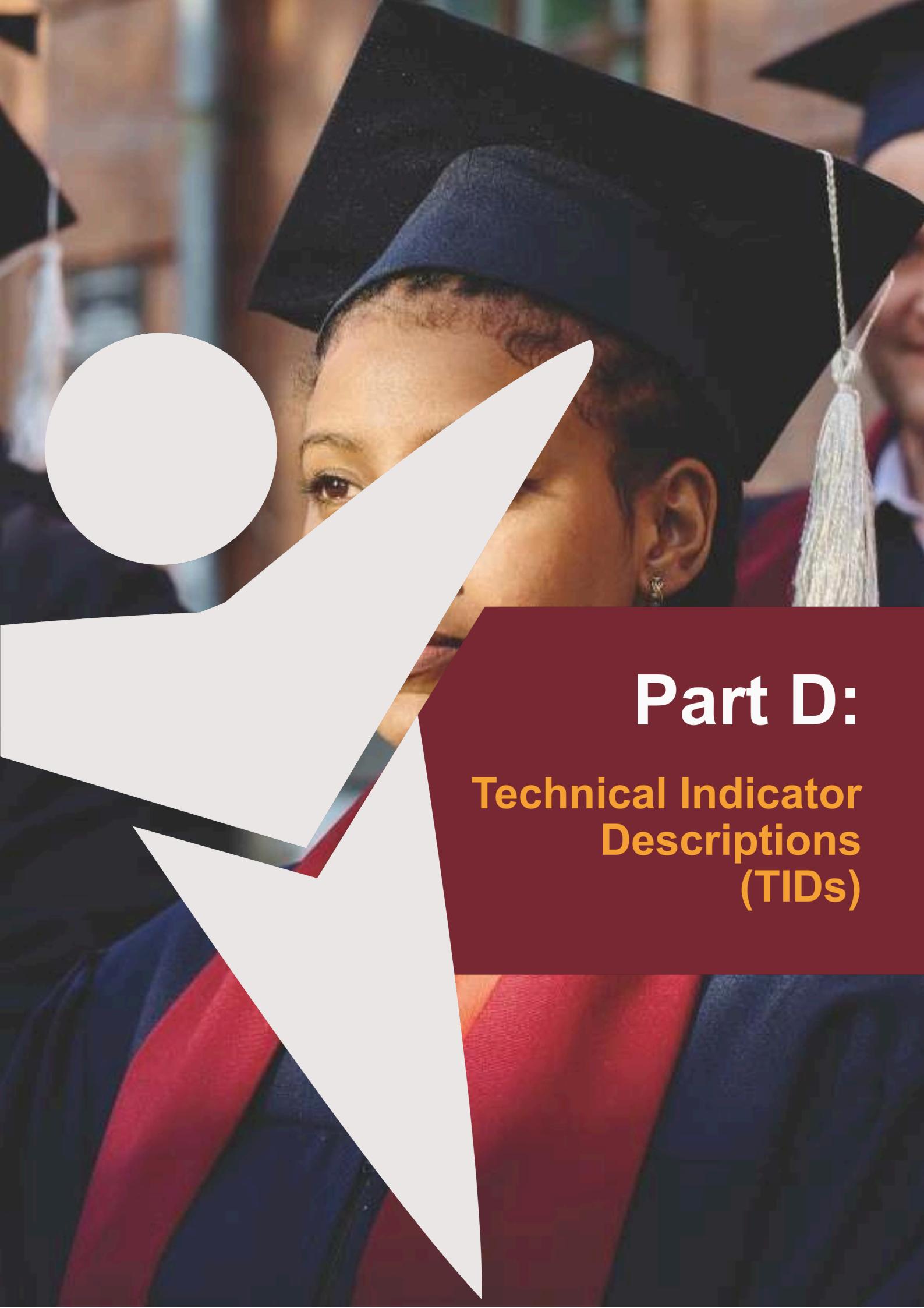
Funders maintain strategic partnerships and have agreements with NSFAS to administer their bursary or loan schemes on their behalf, for which NSFAS receives an administration fee. The value of the administration fee to the NSFAS is to contribute towards the increased administration costs incurred in disbursing grants for students.

Public Private Partnership	Purpose	Outputs
Department of Basic Education	Student Funding – Education To provide bursaries for students studying towards becoming teachers in the employment of the DBE.	Administration of payments for tuition and allowances to students and institutions.
Department of Agriculture, Land Reform, and Rural Development	Student Funding – To provide bursaries for students studying qualifications related to the agriculture sector and related fields of study.	Administration of payments for tuition and allowances to students and institutions.
Department of Justice and Constitutional Development TRC – President's Fund	Student Funding – Provides assistance to reparations victims in respect of higher education and training: Promotion of National Unity and Reconciliation Act 1995.	Administration of payments for tuition and allowances to students and institutions.

## 12. Public Private Partnership (continuation)

Public Private Partnership	Purpose	Outputs
Department of Military Veterans	Student Funding – provides bursaries for students pursuing all types of qualifications at institutions of higher learning.	Administration of payments for tuition and allowances to students and institutions.
Department of Labour (Compensation Fund)	Student Funding – provides compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees, or for death resulting from injuries or diseases, and provides for matters connected therewith, which include amongst others medical benefits, orthotics, and rehabilitation services.	Administration of payments for tuition and allowances to students and institutions.
National Research Foundation	Collaborates and cooperates on initiatives that will bring about increased access to funding opportunities for post-graduate students.	Seamless collaboration of marketing post-graduate funding opportunities.
National Skills Fund	Student Funding – provides bursaries for students studying 12 top scarce skills as determined by the NSF.	Administration of payments for tuition and allowances to students and institutions.
The South African Institute of Chartered Accountants Thuthuka	Student Funding – Funds students studying towards the chartered accountancy qualification.	Administration of payments for tuition and allowances to students and institutions.
21 SETAs	Collaborate on skills development and fund student funding initiatives as directed by the DHET.	<ul style="list-style-type: none"> <li>• Internship programmes</li> <li>• Work-integrated learning partnership</li> <li>• Student funding</li> </ul>





## **Part D:**

### **Technical Indicator Descriptions (TIDs)**

## 13. Technical Indicator Descriptions (TIDs)

### KPI 1.1: Approved Stakeholder Engagement Framework

Current Technical Indicator Description Structure		Proposed Revisions	Justification
<b>Indicator title</b>	Stakeholder Engagement Plan approved	Approved Stakeholder Engagement Framework	The proposed revision broadens up and provides a systematic approach to addressing stakeholder relations within the organisation.
<b>Definition</b>	A Stakeholder Engagement Plan is an annual tool for planning engagement. It summarises the stakeholder analysis, identifies objectives and priorities, and outlines actions and responsibilities.	A Stakeholder Engagement Framework identifies and guides how the entity interacts or engages with its stakeholders to help deliver its objectives.	
<b>Source of data</b>	Approved Stakeholder Engagement Plan signed by the Board	Approved Stakeholder Engagement Framework signed by the Accounting Officer.	NSFAS is currently under Administration. It is better to locate the responsibility to the Accounting Officer, who could be the CEO or Administrator.
<b>Method of Calculation or Assessment</b>	Simple count	Simple count and verification of the Stakeholder Engagement Framework.	The verification element will ascertain further the consistency of what is delivered in line with the expectation and scope in the definition.
<b>Means of verification</b>	Minutes of the Board meeting indicating approval of the Stakeholder Engagement Plan by 30 June 2024.	A Stakeholder Engagement Framework signed by the Accounting Officer.	The entity is currently under Administration and, therefore, minutes of a Board meeting would not be applicable. A signed submission by the relevant Accounting Officer is more appropriate.
<b>Assumptions</b>	None	The Accounting Officer will sign the Stakeholder Engagement Framework.	The office of the Accounting Officer remains constant, and this could be the CEO or an Administrator.

Current Technical Indicator Description Structure		Proposed Revisions	Justification
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	N/A	N/A
<b>Spatial transformation (where applicable)</b>	N/A	N/A	N/A
<b>Calculation type</b>	Non-Cumulative	N/A	N/A
<b>Reporting cycle</b>	Annually	N/A	N/A
Desired performance	To achieve the indicator		N/A
Indicator Responsibility	Marketing & Communications	Accounting Officer	

**KPI 2.1:** The total amounts of cash receipts allocated to loan book debtors in the current financial year, to reduce or settle outstanding student loan book balances

Current Technical Indicator Description Structure		Proposed Revisions	Justification
<b>Indicator Title</b>	Amount of money in Rand (R) value recovered from NSFAS loan book	The total amounts of cash receipts allocated to loan book debtors in the current financial year, to reduce or settle outstanding student loan book balances	To provide clarity on how to calculate the reported achievement. To ensure that recoveries from previous years that were not reported due to student accounts can be included in the current year if the payer could be identified at later stage. To ensure that the current situation of not having a loan management system does not negatively impact the reported performance.
<b>Definition</b>	<p>Amount of money in rand value that is collected by NSFAS from student loans.</p> <p>A loan book debtor is a previously eligible and funded student who received a loan from NSFAS.</p>	<p><b>Cash receipts means:</b></p> <ul style="list-style-type: none"> <li>- payments from debtors via debit orders or EFTs,</li> <li>- bulk payments from debtors' employers via salary deductions,</li> <li>- payments from other entities who wish to settle outstanding balances of behalf of loan holders and who have provided NSFAS with a detailed list of loan accounts or ID numbers and the amounts to apply</li> </ul> <p><b>Allocated means where the cash receipt was:</b></p> <ul style="list-style-type: none"> <li>- processed against a debtor's loan account(s) on the loan management system (Phoenix) if a formal loan management system is in use</li> <li>OR</li> <li>- 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</li> </ul> <p><b>A loan book debtor means</b></p> <ul style="list-style-type: none"> <li>- an individual who received a NSFAS loan for study purposes</li> <li>- 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).</li> </ul>	

**KPI 2.1:** The total amounts of cash receipts allocated to loan book debtors in the current financial year, to reduce or settle outstanding student loan book balances

Current Technical Indicator Description Structure		Proposed Revisions	Justification
<b>Definition (cont..)</b>	<p>Amount of money in rand value that is collected by NSFAS from student loans.</p> <p>A loan book debtor is a previously eligible and funded student who received a loan from NSFAS.</p>	<p>In the current financial year means:</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> </ul> <p>To reduce or settle outstanding student loan book balances means</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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, then the current year total for this KPI should be reduced by the amount to be refunded.</li> </ul>	
<b>Source of data</b>	Bank statements	<ol style="list-style-type: none"> <li>1. Current year bank statements wherein EFT deposits, debit order payments, Qlink employer deductions and other employer deductions, relating to student loan repayments, are reflected. Once the repayments from loan account holders are identified, these are moved to a new schedule and labelled as either allocated or unallocated depending if an ID number could be linked to the repayment.</li> <li>2. Schedule of unallocated loan account holder repayments from prior years. This will be used to identify any unallocated repayments from prior years were allocated in the current financial year.</li> <li>3. Current year bank statements wherein other entities, funders or institutions have deposited funds into a 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.</li> </ol>	

**KPI 2.1:** The total amounts of cash receipts allocated to loan book debtors in the current financial year, to reduce or settle outstanding student loan book balances

Current Technical Indicator Description		Proposed Revisions	Justification
<b>Method of calculation</b>	The total amount of recovered money from debtors. This will be measured in monetary value (Rand) from the total loan book Rand value.	Total cash receipts, from the current year bank statements, that are linked to ID number(s) of student loan account holder(s) with outstanding balance(s) owing to NSFAS at the beginning of the financial year. PLUS Total of unallocated repayments from prior years that were allocated in the current financial year.	
<b>Means of verification</b>	Bank statements	Every item in the supporting schedule for this KPI can be traced back to a bank statement and linked to an ID number.	
<b>Assumptions</b>	Availability of a reliable loan book debtor database with accurate balances and timeous and accurate loan conversions.	That when a payment is received and the payment reference is the ID number of a student loan account holder, that the payment is for settlement towards their loan account and not a donation to NSFAS for future students.	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A		
<b>Spatial transformation (where applicable)</b>	N/A		
<b>Calculation type</b>	Cumulative year end	Manually calculated. Each quarter the total for that quarter will be reported. For the final year-end performance, the cumulative amount of all quarters will be reported.	
<b>Reporting cycle</b>	Quarterly	Every quarter and at year-end	
<b>Desired performance</b>	Performance that is higher than the targeted performance	Performance where the amount is higher than the targeted performance.	
<b>Indicator responsibility</b>	Chief Financial Officer (CFO)	CFO, & SM: Loans and Recoveries, & SM: Fundraising	

<b>Definition</b>	An independent audit report regarding the reliability and accuracy of the annual financial statements and performance information issued by the AGSA.  Unqualified audit opinion:  The financial statements are free from material misstatements but findings have been raised on either reporting on predetermined objectives or non-compliance with legislation or both of these aspects.
<b>Source of data</b>	AGSA audit report and management report
<b>Method of calculation or Assessment</b>	Opinion expressed in the audit report
<b>Means of verification</b>	AGSA audit report and management report
<b>Assumptions</b>	NSFAS's Annual Performance Report and financial statements are prepared and submitted with a full portfolio of evidence to AGSA for audit purposes.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	The desired performance is equal to the planned target
<b>Indicator responsibility</b>	CFO

### KPI 3.1: Organisational cyber security maturity poster at a level as per the NIST standard

Indicator title	Organisational Cyber Security Maturity Poster at a level as per the NIST standard
<b>Definition</b>	<p>The NIST Cyber Security Framework is a set of standards, guidelines, best practices, methodologies, procedures, and processes to cost-effectively reduce cyber risks on the whole Open Systems Interconnection (OSI) Layers or critical infrastructure.</p> <p>In terms of NSFAS, critical infrastructure refers to all components that form part of ICT Systems, digital products and services.</p> <p>The NIST levels are as follows:</p> <ul style="list-style-type: none"> <li>• Level 1 – Initial. (Unpredictable, inconsistent, high risk) At the initial level, processes are disorganised, ad hoc, and even chaotic. Success likely depends on individual efforts and is not considered to be repeatable. This is because processes are not sufficiently defined and documented to enable them to be replicated.</li> <li>• Level 2 – Repeatable. (Reactive, volatile, manual) At the repeatable level, requisite processes are established, defined, and documented. As a result, basic project management techniques are established, and successes in key process areas can be repeated.</li> <li>• Level 3 – Defined. (Documented, standardised, reviewed) At the defined level, an organisation develops its own standard software development process. These defined processes enable greater attention to documentation, standardisation, and integration.</li> <li>• Level 4 – Managed. (Proactive, track metrics, some automation) At the managed level, an organisation monitors and controls its own processes through data collection and analysis.</li> </ul>

**KPI 3.1: Organisational cyber security maturity poster at a level as per the NIST standard (cont)**

Indicator title	Organisational Cyber Security Maturity Poster at a level as per the NIST standard
	<ul style="list-style-type: none"> <li>• Level 5 – Optimising. (Automated, integrated, predictable) At the optimising level, processes are constantly improved through monitoring feedback from processes and introducing innovative processes and functionality.</li> </ul>
Source of data	External Cyber Security Maturity Assessment Report
Method of calculation or Assessment	NIST maturity level will be used as a basis for determining the maturity level.
Means of verification	External Cyber Security Maturity Assessment Report
Assumptions	The lower maturity levels have been achieved and maintained and other business units will contribute their part in the security landscape.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	The desired performance is equal to the planned target.
Indicator responsibility	CIO



## KPI 3.2: Organisational ICT digital transformation strategy level achieved

Indicator title	Organisational ICT Digital Transformation Strategy level achieved
Definition	<p>The ICT Digital Transformation Strategy is a comprehensive plan that outlines how NSFAS will leverage digital technologies to change its operations, processes, activities, and business models. The strategy is 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 Product and ICT Project Portfolio Office will use the following matrix to assess the extent to which the strategy has been executed:</p> <ul style="list-style-type: none"> <li>◦ Level 1 (Poor) = means project/s is in the conceptual mode. Level 2 (Novice) =</li> <li>◦ means project/s is in the initiation mode. Level 3 (Average) = means project/s is in the execution mode. Level 4 (Good) = means the project is near completion or completed and signed off. Level 5 (Excellent) = means post-implementation adoption and utilisation of these digital platforms (Value Realisation State).</li> </ul> <p>PPPO stands for Product and ICT Project Portfolio Office, which is a product development and ICT project management capability within NSFAS.</p>
Source of data	Project implementation reports from the Product and ICT Project Portfolio Office
Method of calculation or assessment	Assess whether projects are completed within schedule, scope, and budget (Quality).
Means of verification	<ul style="list-style-type: none"> <li>• ICT Digital Strategy Transformation Project Implementation Plan approved by the CIO by 31 March 2025.</li> <li>• Approved project framework</li> </ul>
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	The desired performance is equal to the planned target.
Indicator responsibility	CIO



## KPI 3.3: Percentage availability of the ICT systems to student applicants

Indicator title	Percentage availability of the ICT systems to student applicants																																			
<b>Definition</b>	<p>ICT system availability, as measured by this KPI, is a critical indicator evaluating the functionality and usability of applications within NSFAS's infrastructure. It specifically assesses the proportion of time during which the ICT systems are operational and accessible, ensuring that they meet the requirements of business processes.</p> <p>The goal is to maintain a high level of reliability, with a target of 90% system availability, to ensure that applicants can seamlessly access and utilise the ICT applications when needed. This KPI reflects the commitment to providing a dependable and responsive technological environment that supports the needs of applicants and aligns with overall business objectives. ICT system availability in NSFAS refers to the MyNSFAS Student online web-Portal and Mobile App.</p>																																			
<b>Source of data</b>	ICT System Monitoring Reports issued by ICT at the end of each quarter.																																			
<b>Method of calculation or assessment</b>	<p>Using automated tools, ICT will calculate the total time within the specific time frame (e.g., annually) during which the ICT system is expected to be operational and available for use.</p> <p>The automated tool uses the below recommended Uptime Percentage Chart as a formula to calculate the desired availability level.</p> <table border="1" data-bbox="539 887 1341 1403"> <thead> <tr> <th>AVAILABILITY MEASURE</th> <th>DOWNTIME PER YEAR</th> <th>DOWNTIME PER WEEK</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td>36.52 days</td> <td>988.8 minutes</td> </tr> <tr> <td>95%</td> <td>18.26 days</td> <td>494.4 minutes</td> </tr> <tr> <td>98%</td> <td>7.3 days</td> <td>202.15 minutes</td> </tr> <tr> <td>99%</td> <td>86.6 hours</td> <td>101.08 minutes</td> </tr> <tr> <td>99.5%</td> <td>43.8 hours</td> <td>50.54 minutes</td> </tr> <tr> <td>99.8%</td> <td>1.052 minutes</td> <td>20.22 minutes</td> </tr> <tr> <td>99.9%</td> <td>526 minutes</td> <td>10.11 minutes</td> </tr> <tr> <td>99.95%</td> <td>4.38 hours</td> <td>5.05 minutes</td> </tr> <tr> <td>99.99%</td> <td>53 minutes</td> <td>1.01 minutes</td> </tr> <tr> <td>99.999%</td> <td>5 minutes</td> <td>6.00 minutes</td> </tr> </tbody> </table>			AVAILABILITY MEASURE	DOWNTIME PER YEAR	DOWNTIME PER WEEK	90%	36.52 days	988.8 minutes	95%	18.26 days	494.4 minutes	98%	7.3 days	202.15 minutes	99%	86.6 hours	101.08 minutes	99.5%	43.8 hours	50.54 minutes	99.8%	1.052 minutes	20.22 minutes	99.9%	526 minutes	10.11 minutes	99.95%	4.38 hours	5.05 minutes	99.99%	53 minutes	1.01 minutes	99.999%	5 minutes	6.00 minutes
AVAILABILITY MEASURE	DOWNTIME PER YEAR	DOWNTIME PER WEEK																																		
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99.999%	5 minutes	6.00 minutes																																		
<b>Means of verification</b>	ICT System Monitoring Reports as issued by ICT.																																			
<b>Assumptions</b>	The availability percentage excludes planned maintenance and approved changes to the applications that affect the overall percentage. Availability affected by external factors will not be included in the report. While the systems are available, the applicants have internet connectivity, know how to navigate the system and have the correct methods/tools for accessing the systems.																																			
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A																																			
<b>Spatial transformation (where applicable)</b>	N/A																																			
<b>Calculation type</b>	Non-cumulative.																																			
<b>Reporting cycle</b>	Quarterly.																																			
<b>Desired performance</b>	The desired performance is equal to the planned target.																																			
<b>Indicator responsibility</b>	CIO																																			

## KPI 4.1: Percentage of funded vacancies filled within 90 days

Indicator title	Percentage of funded vacancies filled within 90 days
<b>Definition</b>	Funded vacancies mean all approved funded roles to be recruited for the period and inclusive of new roles as well as replacement roles.
<b>Source of data</b>	Approved organisational structure Vacancy pack: Memo showing vacancy approval to be advertised; internal and/or media advert, confirmatory notes, assessments are done (where applicable) and the role acceptance by the candidate. ESS system report.
<b>Method of calculation or assessment</b>	The calculation is quantitative with the following variables: <ul style="list-style-type: none"> <li>• The numerator is the number of vacancies filled within 90 days.</li> <li>• The denominator is the total number of advertised vacancies.</li> <li>• The percentage calculations will be dividing the numerator by the denominator and multiplying by 100.</li> <li>• The unit starts counting the 90 days (working days) from the date of advertisement.</li> </ul>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• An approved organisational structure, memo showing vacancy budgeted and approval to be advertised, media advert, confirmatory notes, assessments are done (where applicable) and role acceptance/ decline. List of filled vacancies in the form of an Excel spreadsheet approved by the HR executive by 31 March 2025.</li> </ul>
<b>Assumptions</b>	The right people for the right jobs. Dependent on the availability of funded and approved vacancies.
<b>Disaggregation of beneficiaries (where applicable)</b>	Women = 50% Youth = 30% People with disabilities = 2%
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	To achieve or exceed the desired target.
<b>Indicator responsibility</b>	HR Executive



## KPI 4.2: Percentage of women employed in executive positions

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Indicator title</b>	Percentage of women employed in senior management positions.employed in executive	Percentage of women employed in executive positions.	Levels below executives are operationally managed using EE requirements. Also, the recruitment of employees, specifically women, is managed through targets that are reflected in the employment equity report.
<b>Definition</b>	<p>Senior management positions are those positions that are located in Level 13 to Level 16 as per the organisation's grading system.</p> <p>Tracks progress made in filling vacancies with women in senior positions or the process of retaining them. A decrease in this number is indicative of either female terminations or more positions filled with male appointments. The end of the financial year is 31 March of each year.</p>	<p>Executive management positions are those levels in the Patterson Grade E and F.</p>	Levels below executives are managed through EE target compliance during the recruitment process.
<b>Source of data</b>	Employment equity statistics are kept by HR in the ESS portal.	<p>EE report submitted to the DOL and Employment.</p> <p>The BBBEE verification process also records the appointment of African females in executive levels.</p>	This process will give accurate statistics
<b>Method of calculation or assessment</b>	<p>This is a quantitative measure.</p> <p>The numerator is the actual number of women employed in senior management positions at the end of the financial year.</p> <p>The denominator is the total number of senior management staff complement at the end of the financial year.</p> <p>The percentage calculation will be dividing the numerator by the denominator and multiplying by 100 to get the percentage figure.</p>	<p>This is a quantitative measure.</p> <p>The numerator is the actual number of women employed in executive positions at the end of the financial year.</p> <p>The denominator is the total number of executive management staff complement at the end of the financial year.</p> <p>The percentage calculation will be dividing the numerator by the denominator and multiplying by 100 to get the percentage figure.</p>	The revisions are intended to maintain consistency with the revised indicator title which targets women employed in executive positions.

**KPI 4.2:** Percentage of women employed in executive positions (*continuation*)

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Means of verification</b>	List of women employed presented in an Excel spreadsheet approved by the HR executive by 31 March 2025.		N/A
<b>Assumptions</b>	Women will be available and suitable to fill open roles in senior management positions.	Women will be available and suitable for open roles in executive management positions.	The revisions are intended to maintain consistency with the revised indicator title which targets women employed in executive positions.
<b>Disaggregation of beneficiaries (where applicable)</b>	Women = 50% Youth = 30% People with disabilities = 2%	Gender (Women)	N/A
<b>Calculation type</b>	N/A	N/A	N/A
<b>Reporting cycle</b>	Annually	Annually	N/A
<b>Desired performance</b>	To achieve or exceed the desired target.	To achieve or exceed the desired target.	N/A
<b>Indicator responsibility</b>	HR Executive	HR Executive	N/A



**50%**  
**WOMEN**

## KPI 5.1: Number of NSFAS-funded students residing in NSFAS-accredited private accommodation that meets the policy on the minimum norms and standard for student housing

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Indicator title</b>	Number of NSFAS-funded students N/A residing in NSFAS-accredited private accommodation that meets the policy on the minimum norms and standards for student housing.	N/A	N/A
<b>Definition</b>	Number of NSFAS-funded students N/A residing in NSFAS-accredited private accommodation that meets the policy on the minimum norms and standards for student housing. residences.	Private accommodation providers refer to landlords who are accredited by NSFAS and are providing accommodation to NSFAS funded students who reside outside the institution's residences	The refinements are intended to bring clarity to the indicator title regarding private accommodation and the category of students targeted as "NSFAS- funded students."
<b>Source of data</b>	Report from Solution Partners	Report from Solution Partners using the Student Portal System.  NSFAS-funded student list  The list of accredited accommodation providers and accreditation report.	Strengthening the list of evidence that will be necessary.
<b>Method of calculation or assessment</b>	Quantitative and a simple count.	Same as previously stated	N/A
<b>Means of verification</b>	Reports are drawn out from the student accommodation system of student onboarding.	<ul style="list-style-type: none"> <li>The list of accredited accommodation providers meeting minimum norms and standards for student housing.</li> <li>NSFAS-funded student list</li> <li>Report from Solution Partners confirming NSFAS funded students residing in their properties</li> </ul>	The NSFAS-funded student list and the list of accredited accommodation providers that meet minimum norms and standards for student housing are necessary to verify performance, which includes the status of students and the nature of the accommodation in which they reside.
<b>Assumptions</b>	Availability of suitable student housing stock.  Private providers' willingness to release their properties.	N/A	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	Women = 50% Youth = 30% People with disabilities = 2%	Gender, age, and disability	N/A
<b>Spatial transformation (where applicable)</b>	Province	N/A	N/A
<b>Calculation type</b>	Cumulative	Non-cumulative	N/A
<b>Reporting cycle</b>	Quarterly	Annually	N/A
<b>Desired performance</b>	Performance that is higher than the targeted performance	N/A	N/A
<b>Indicator responsibility</b>	Corporate Service Executive	N/A	N/A

## KPI 5.2: Number of NSFAS regional offices established in the pilot phase

Current Technical Indicator Description Structure		Proposed Revision	Justification
Indicator title	Number of NSFAS regional offices established in the pilot phase	N/A	N/A
Definition	The pilot phase means some form of presence of NSFAS officials.	<p>Regional offices refer to NSFAS local offices irrespective of whether they are stand-alone buildings or a co-sharing arrangement through a public entity or any other suitable organisation.</p> <p>The pilot phase refers to the initial stage of establishing regional offices to test and evaluate NSFAS's reach to its clientele.</p>	<p>Ensure accessibility of NSFAS to its clientele, which are students and institutions.</p> <p>The goal of the pilot phase is to gather insights to assess whether the regional office model works as intended before rolling it out more broadly.</p>
Source of data	Manager responsible for the pilot project. Stakeholder consultation report. Pilot phase report.	Pilot reports from the responsible manager regarding areas where NSFAS has established access on pilot.	
Method of calculation or assessment	A simple count of the newly established regional offices.	A simple count of the newly established and verified regional offices.	
Means of verification	Appointment of NSFAS officials.	<p>Signed SLA/ MoA with entities on occupied spaces.</p> <p>List of officials(s) attached to and responsible for the pilot offices.</p>	
Assumptions	Buy-in from stakeholders. Availability of land/office space for the pilot project.	Buy-in from stakeholders. Availability of land/office space for the pilot project, and budget.	The budget is a big factor determining the size, form, and nature of the local office pilot.
Disaggregation of beneficiaries (where applicable)	N/A	N/A	
Spatial transformation (where applicable)	The optimal location should give preference to historically disadvantaged communities currently underserved.	N/A	
Calculation type	Cumulative	N/A	
Reporting cycle	Quarterly	N/A	
Desired performance	Performance that is higher than the targeted performance.		
Indicator responsibility	CSE	N/A	

## KPI 6.1: Number of marketing campaigns conducted

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Indicator title</b>	Communications strategy implemented	Number of marketing campaigns conducted.	The previous indicator was not aligned with the annual and quarterly targets provided.
<b>Definition</b>	The implementation of the communication strategy entails carrying out all planned communication gaps between NSFAS its beneficiaries, NSFAS and its stakeholders and establishing direct communication between NSFAS and the sector.	Marketing campaigns refer coordinated activities designed to promote awareness, educate, and inform students and stakeholders about NSFAS products and services.	Provide clarity to the indicator.
<b>Source of data</b>	Communication implementation plan.	Reports from the Communications Unit on the marketing campaign undertaken. The reports documenting evidence of the campaign. If physical, attendance register of NSFAS staff supporting the campaign. Evidence including screenshots from print and electronic media platforms regarding the campaign.	NSFAS has a diverse group of stakeholders that require a wider spectrum of platforms to establish the reach and responses to marketing campaigns.
<b>Method of calculation or Assessment</b>	Simple count	Simple count on the number of marketing campaigns conducted.	N/A
<b>Means of verification</b>	Communication implementation plan approved by the CEO. Reports on planned activities conducted as per the campaigns. implementation plan.	Media records from the undertaken marketing. Reports from the Communications Unit on the marketing campaign undertaken and approved by the Accounting Officer.	N/A
<b>Assumptions</b>	None	The targeted marketing campaigns will be carried out as planned.	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	N/A	N/A
<b>Spatial transformation (where applicable)</b>	N/A	N/A	N/A
<b>Calculation type</b>	Non-Cumulative	Cumulative year-end.	N/A
<b>Reporting cycle</b>	Quarterly	N/A	N/A
<b>Desired performance</b>	To achieve the target	N/A	N/A
<b>Indicator responsibility</b>	Corporate Services Executive	Accounting Officer	Align with reporting lines

## KPI 6.2: Number of events and outreach programmes conducted

Current Technical Indicator Description Structure		Proposed Revision	Justification
Indicator title	Number of events and outreach programmes conducted.	N/A	N/A
<b>Definition</b>	<p>Events and outreach programmes are a form of engagement where the NSFAS Board and management engages directly with the public. These engagements enable NSFAS to showcase its successes and programmes to the public and stakeholders.</p> <p>For years, NSFAS's good stories have been clouded by the negative stories spread across various media platforms, most of which are untrue. It is therefore imperative for the scheme to host its own events to promote, educate, and inform the public about its service offerings.</p>	<p>Events refer to structured communication engagements designed to convey specific information, updates or key messages to external stakeholders, i.e., potential applicants, current beneficiaries, educational institutions, etc.</p>	Provide clarity to the indicator.
<b>Source of data</b>	Events and outreach's annual calendar.	Attendance register, including NSFAS staff supporting the events and outreaches.	To strengthen performance evidence required.
<b>Method of calculation or assessment</b>	Simple count	Simple count on the number of events and outreach conducted.	N/A
<b>Means of verification</b>	Reports on events and outreach programmes conducted and approved by the CEO by 31 March 2025.	Approved reports on events and outreach programmes conducted for the financial year under review.	N/A
<b>Assumptions</b>	None	The targeted events and outreaches will be carried out as planned.	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	N/A	N/A
<b>Spatial transformation (where applicable)</b>	N/A	N/A	N/A
<b>Calculation type</b>	Cumulative	Cumulative year-end.	N/A
<b>Reporting cycle</b>	Quarterly	N/A	N/A
<b>Desired performance</b>	The desired performance is equal to the planned target.	N/A	N/A
<b>Indicator responsibility</b>	Corporate Service Executive	Accounting Officer	

## KPI 7.1: Number of research reports produced annually

Current Technical Indicator Description Structure		Proposed Revision	Justification
Indicator title	Number of research reports produced annually		
<b>Definition</b>	<p>The research is conducted according to an approved research plan. A research report is a document prepared to establish or confirm facts, re-affirm the results of previous work, solve new or existing problems, support theorems, or develop new theories. It can be commissioned or conducted in-house for use internally or by stakeholders. The report may have "actionable" recommendations. It is approved by the Board.</p>	<p>The research is conducted according to an approved research plan. A research report is a document prepared to establish or confirm facts, reaffirm the results of previous work, solve new or existing problems, and organisational challenges, support theorems, or develop new theories in relation to student funding and organisational processes and/or systems. It can be commissioned or conducted in-house for use internally or by stakeholders. The report may have "actionable" recommendations. It is approved by the accounting officer.</p>	<p>Replacing the word "Board" with "accounting officer allows for flexibility in case the responsible structure or individual change or NSFAS undergoes restructuring due to its dynamic nature.</p>
<b>Source of data</b>	<p>Designated authority approved research reports of research conducted for the period (Bi-annually) where applicable, including meeting documents, supply chain documents, etc.</p> <p>Two research reports approved by the designated authority, where applicable, including meeting documents, supply chain documents etc.</p>	N/A	N/A
<b>Method of calculation or assessment</b>	Simple count the number of research reports produced and approved	N/A	N/A
<b>Means of verification</b>	Board approved the research reports conducted by 31 March 2025	Accounting officer approved the research reports conducted by 31 March 2025	N/A
<b>Assumptions</b>	Availability of staff and research data to produce reports	N/A	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	N/A	N/A
<b>Spatial transformation (where applicable)</b>	N/A	N/A	N/A
<b>Calculation type</b>	Cumulative year-end	N/A	N/A
<b>Reporting cycle</b>	Bi-annually	N/A	N/A
<b>Desired performance</b>	Performance that is higher than the targeted performance	N/A	N/A
<b>Indicator responsibility</b>	Strategic Enablement Executive	N/A	N/A

## KPI 7.2: Number of policy advisory briefs to the Minister

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Indicator title</b>	Number of policy advisory briefs to the Minister	N/A	N/A
<b>Definition</b>	An advisory brief is a document that considers research evidence and makes policy recommendations to the Minister of Higher Education, either generally towards student funding at a national level, or with regards to a particular funding instrument or type of student.		N/A
<b>Source of data</b>	Board-approved policy advisory briefs conducted by 31 March 2025.	Policy advisory briefs concluded and approved by the designated authority by 31 March 2025.	Replacing the word "Board" with "designated authority" allows for flexibility in case the responsible structure/individual changes or NSFAS undergoes restructuring due to its dynamic nature.
<b>Method of calculation or assessment</b>	A simple count of the number of policy briefs produced and approved	N/A	N/A
<b>Means of verification</b>	Board-approved policy advisory briefs conducted by 31 March 2025.	Approved submission by the designated authority on the policy advisory briefs concluded by 31 March 2025.	To provide clarity on who is authorised to approve the policy brief.
<b>Assumptions</b>	Availability of staff and research data to produce policy advisory briefs	N/A	N/A
<b>Disaggregation of beneficiaries (where applicable).</b>	N/A	N/A	N/A
<b>Spatial transformation (where applicable).</b>	N/A	N/A	N/A
<b>Calculation type</b>	Cumulative year-end	N/A	N/A
<b>Reporting cycle</b>	Bi-annually	N/A	N/A
<b>Desired performance</b>	Performance that is higher than the targeted performance	N/A	N/A
<b>Indicator responsibility</b>	Executive: Strategic Enablement	N/A	N/A

## KPI 7.3: NSFAS Eligibility Criteria and Conditions for Financial Aid Guidelines approved

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Indicator title</b>	NSFAS Eligibility Criteria and Conditions for Financial Aid Guidelines released	NSFAS Eligibility Criteria and Conditions for Financial Aid Guidelines approved	To provide clarity on what the indicator seeks to measure
<b>Definition</b>	<p>The NSFAS Eligibility Criteria and Conditions for Financial Aid is approved when the Board has approved, and the Minister has concurred.</p> <p>The NSFAS Eligibility Criteria and Conditions for Financial Aid is distributed to students and institutions when it has been distributed through a circular to institutions.</p>	<p>The NSFAS Eligibility Criteria and Conditions for Financial Aid is released when the Accounting Authority has approved, the Minister has concurred, and the guidelines disseminated to relevant stakeholders.</p>	Maintain consistency with the indicator title and provide clarity on the process associated with the release.
<b>Source of data</b>	<p>Resolutions of the Board approving the NSFAS Eligibility Criteria and Conditions for Financial Aid.</p> <p>Minister's concurrence letter for the NSFAS Eligibility Criteria and Conditions for Financial Aid.</p> <p>Date(s) of dissemination of the NSFAS Eligibility Criteria and Conditions for Financial Aid (Date circular is sent to institutions).</p>	<p>Submission records from the designated authority's office attesting to the approval, concurrence, and dissemination dates.</p> <p>Approved NSFAS Eligibility Criteria and Conditions for Financial Aid signed by the designated authority.</p> <p>Minister's concurrence letter for the NSFAS Eligibility Criteria and Conditions for Financial Aid.</p> <p>Date(s) of dissemination of the NSFAS Eligibility Criteria and Conditions for Financial (Date circular is sent to institutions).</p>	Provide clarity on the source of data.
<b>Method of calculation or Assessment</b>	Simple count.	Simple count	N/A
<b>Means of verification</b>	Board minutes, Minister's concurrence letter and dissemination dates are reviewed and compared against the opening of the next academic year.	Designated authority signature on the Funding Conditions and Criteria, Minister's concurrence letter, and dissemination dates are reviewed and compared against the opening of the next academic year.	<p>Provide clarity on the means of verification.</p> <p>Accounting Authority refers to either the Board or the Administrator, given the entity is under Administration.</p>
<b>Assumptions</b>	Adequate budget for the implementation of the approved NSFAS Eligibility Criteria and Conditions for Financial Aid	N/A	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	N/A	N/A

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Spatial transformation (where applicable)</b>	N/A	N/A	N/A
<b>Calculation type</b>	Cumulative	Non-cumulative	N/A
<b>Reporting cycle</b>	Annually	N/A	N/A
<b>Desired performance</b>	Approved NSFAS Eligibility Criteria issued before 15 February or the earliest registration date of any institution of higher learning.	N/A	N/A
<b>Indicator responsibility</b>	SEE	N/A	N/A

**KPI 7.4:** Number of eligible university and TVET students receiving bursaries and have been paid annually from other funders

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Indicator title</b>	Number of eligible university and TVET students receiving bursaries from other funders.	Number of eligible university and TVET students receiving bursaries and have been paid annually from other funders.	Alignment to definition and method of calculation or assessment
<b>Definition</b>	<p>Students are defined as beneficiaries when they are confirmed to be funding eligible as per the NSFAS eligibility criteria and conditions for financial aid and have been paid.</p> <p>The annual cycle refers to the academic year of NSFAS which starts from January until the end of December.</p>	<p>University and TVET students are eligible when they meet the criteria for funding as set out by other funders.</p> <p>Annually refers to the academic year of NSFAS which starts from January until the end of December.</p>	To ensure that concepts used in the indicator title are well understood.
<b>Source of data</b>	Disbursement Report of Eligible Students	Bursary expenditure payment report	N/A
<b>Method of calculation or Assessment</b>	A count of beneficiaries (eligible students) that have been paid.	A count of beneficiaries (eligible students) that have been paid.	N/A
<b>Means of verification</b>	Report on eligible and paid students as generated from a system or produced manually	N/A	N/A
<b>Assumptions</b>	An adequate budget is available	N/A	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for youth (students in higher education and training and TVET colleges	N/A	N/A
<b>Spatial transformation (where applicable)</b>	N/A	N/A	N/A
<b>Calculation type</b>	Non-cumulative	N/A	N/A
<b>Reporting cycle</b>	Annually	N/A	N/A
<b>Desired performance</b>	Performance that is higher than the targeted performance	N/A	N/A
<b>Indicator responsibility</b>	Strategic Enablement Executive	Strategic Enablement Executive	

## KPI 8.1: Number of eligible university students receiving NSFAS bursaries annually

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Indicator title</b>	Number of eligible university students receiving NSFAS bursaries annually.	N/A	N/A
<b>Definition</b>	Students are defined as NSFAS beneficiaries when they are confirmed to be funding-eligible as per the NSFAS eligibility criteria and conditions for financial aid and have been paid. The annual cycle refers to the academic year of NSFAS which starts from January until the end of December.	N/A	N/A
<b>Source of data</b>	Disbursement Report of Eligible Students.	N/A	N/A
<b>Method of calculation or Assessment</b>	A count of beneficiaries (eligible) that have been paid.	N/A	N/A
<b>Means of verification</b>	Report on eligible and paid students as generated from a system or produced manually.	N/A	N/A
<b>Assumptions</b>	An adequate budget is available.	N/A	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	Women = 50%. Youth = 30%. People with disabilities = 2%.	N/A	N/A
<b>Spatial transformation (where applicable)</b>	N/A	N/A	N/A
<b>Calculation type</b>	Non-cumulative	N/A	N/A
<b>Reporting cycle</b>	Annually	N/A	N/A
<b>Desired performance</b>	Performance that is higher than the targeted performance	N/A	N/A
<b>Indicator responsibility</b>	COO	N/A	N/A



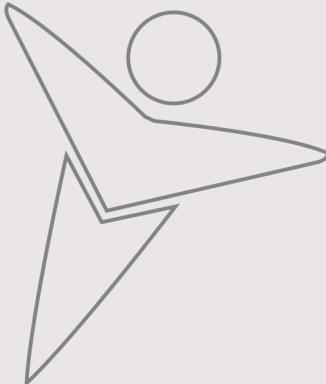
## KPI 8.2: Number of eligible TVET college students receiving NSFAS bursaries annually

Current Technical Indicator Description Structure		Proposed Revision	Justification
Indicator title	Number of eligible TVET college students receiving NSFAS bursaries annually	N/A	N/A
Definition	Students are defined as NSFAS beneficiaries when they are confirmed to be funding eligible as per the NSFAS eligibility criteria and conditions for financial aid and have been paid. The annual cycle refers to the academic year of NSFAS which starts from January until the end of December.	N/A	N/A
Source of data	Disbursement report of eligible students	N/A	N/A
Method of calculation or Assessment	A count of beneficiaries (eligible) that have disbursed to.	A count of beneficiaries (eligible) that have been paid.	To provide clarity on the method of assessment.
Means of verification	Report on eligible and paid students as generated from a system or produced manually.	N/A	N/A
Assumptions	An adequate budget is available	N/A	N/A
Disaggregation of beneficiaries (where applicable)	Women = 50%. Youth = 30%. People with disabilities = 2%.	N/A	N/A
Spatial transformation (where applicable)	N/A	N/A	N/A
Calculation type	Non-cumulative	N/A	N/A
Reporting cycle	Annually	N/A	N/A
Desired performance	Performance that is higher than the targeted performance	N/A	N/A
Indicator responsibility	COO	N/A	N/A



## KPI 8.3: Baseline report on the NSFAS loan scheme

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Indicator title</b>	Number of eligible university students receiving NSFAS loans annually.	Baseline report on the NSFAS Loan Scheme	DHET has re-introduced loans at NSFAS in a revised format which requires baseline information and the development of associated automated systems.
<b>Definition</b>	Students are defined as NSFAS beneficiaries when they are confirmed to be funding eligible as per the NSFAS eligibility criteria and conditions for financial aid and have been paid. The annual cycle refers to the academic year of NSFAS which starts from January until the end of December.	A baseline report identifies the benchmark/ starting point for the re-introduced NSFAS Loan Scheme against which future progress can be assessed.	N/A
<b>Source of data</b>	Disbursement report of eligible students	Simple count and verification of the baseline report.	N/A
<b>Method of calculation or assessment</b>	A count of beneficiaries (eligible) that have been disbursed to	Simple count and verification of the baseline report.	N/A
<b>Means of verification</b>	Report on eligible and paid students as generated from a system or produced manually	Approved Baseline Report.	N/A
<b>Assumptions</b>	An adequate budget is available	N/A	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	Women = 50% Youth = 30% People with disabilities = 2%	N/A	N/A
<b>Spatial transformation (where applicable)</b>	N/A	N/A	N/A
<b>Calculation type</b>	Non-cumulative	Non-cumulative	
<b>Reporting cycle</b>	Annually	Annually	
<b>Desired performance</b>	Performance that is higher than the targeted performance	Planned performance target	
<b>Indicator responsibility</b>	COO		



## KPI 8.4: Percentage of funded students receiving allowance

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Indicator title</b>	Percentage of allowances paid directly to students' bank accounts within 30 calendar days following the receipt of valid registration data.	Percentage of funded students receiving allowances.	Due to changes in the nature of NSFAS business processes and recognising that the current disbursement process is interim pending a decision on a permanent allowance's disbursement process, it is necessary to keep it simple to accommodate all changes.
<b>Definition</b>	<p>This is the percentage of allowances paid directly to students' bank accounts within 30 calendar days of NSFAS receiving valid registration data from institutions.</p> <p>Valid registration data is data that describes the registration of a student on an approved qualification that conforms to academic eligibility.</p>	<p>Funded students: is an eligible student with a valid registration received from the institution.</p> <p>Valid registration data is data that describes the registration of a student on an approved qualification that conforms to academic eligibility.</p> <p>Allowances: A sum of money paid regularly by NSFAS to a student studying at a TVET college or university to meet living needs or expenses.</p> <p>Institution: refers to a public university or TVET college.</p>	To provide clarity on the proposed indicator.
<b>Source of data</b>	System generated or a manual report that reflects the date on which valid registration data was received.	<p>System generated or a manual report that reflects the date on which valid registration data was received.</p> <ul style="list-style-type: none"> <li>• Approved disbursement memo</li> <li>• Payment report from finance</li> </ul>	To ensure accuracy of data.

## KPI 8.4: Percentage of allowances paid to funded students (continuation)

Current Technical Indicator Description Structure	Proposed Revision	Justification
<b>Method of calculation or assessment</b> <p>The numerator is the total amount of allowances paid directly to student bank accounts within 30 calendar days. The denominator is the total amount of planned allowances to be paid directly to students' bank accounts.</p> <p>The numerator is divided by the denominator and multiplied by 100 to get a percentage.</p>	<p>The numerator is the total number of funded students who have been paid allowances.</p> <p>The denominator is the total number of funded students .</p> <p>The numerator is divided by the denominator and multiplied by 100 to get a percentage.</p> <p>The numerator is divided by the denominator and multiplied by 100 to get a %.</p>	To ensure accuracy of data provided to assess performance.
<b>Means of verification</b> <p>System generated report or a manual report reflecting the date that the registration data was received from institutions.</p> <p>The manual reports must be approved by the CFO by 31ST March 2025.</p> <p>The payment date in the payment returns file.</p>	<p>System-generated report (payment remittance) or a manual report reflecting:</p> <ul style="list-style-type: none"> <li>the registration data</li> <li>payment date, payments reports and finance payment schedule /tracker</li> </ul>	To provide clarity of the required means of verification.
<b>Assumptions</b> <p>Performance dependent on availability of valid registration data from institutions and payments made.</p>	<p>Institutional registered claims are based on registered students.</p>	N/A
<b>Disaggregation of beneficiaries (where applicable)</b> <p>Women = 50%</p> <p>Youth = 30%</p> <p>People with disabilities = 2%</p>	No change.	N/A
<b>Spatial transformation (where applicable)</b> <p>Not Applicable</p>	N/A	N/A
<b>Calculation type</b> <p>Cumulative</p>	<p>Non-cumulative</p>	N/A
<b>Reporting cycle</b> <p>Quarterly</p>	<p>Annually</p>	Takes into consideration different intakes of students during the academic year.
<b>Desired performance</b> <p>Performance that is higher than the targeted performance.</p>	N/A	N/A
<b>Indicator responsibility</b> <p>COO</p>	N/A	N/A

## KPI 8.5: Percentage of funded students receiving tuition

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Indicator title</b>	Percentage of tuition and allowances paid to institutions within 30 calendar days following the receipt of valid registration data.	Percentage of funded students receiving tuition	To simplify the indicator and also emphasise the correct unit of measure which is the funded students receiving tuition.
<b>Definition</b>	<p>Percentage of tuition and allowances paid to institutions within 30 calendar days following the receipt of valid registration data.</p> <p>Valid registration data is data that describes the registration of a student on an approved qualification that conforms to academic eligibility.</p>	<p>Valid registration data is the data that describes the registration of a student on an approved qualification that conforms to academic eligibility.</p> <p>Funded students: is an eligible student with a valid registration received from the institution.</p> <p>Tuition is the agreed associated charges or fees for teaching and learning at a public college or university for the actual programme of study for each student based on an approved institutional fee handbook excluding fees for activities such as gym or extra-curricular activities such as gym fees.</p> <p>Institution: refers to a public university or TVET college.</p>	To provide clarity on the proposed indicator
<b>Source of data</b>	System generated or a manual report that reflects the date on which valid registration data was received. The payment returns file.	<ul style="list-style-type: none"> <li>• System generated or a manual report that reflects the date on which valid registration data was received.</li> <li>• Approved disbursement memo</li> <li>• Payment report from finance</li> </ul>	N/A

**KPI 8.5: Percentage of funded students receiving tuition (continuation)**

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Method of calculation or assessment</b>	<p>The numerator is the total number of students paid monthly as per the valid registration data from institutions. The denominator is the total number of students with valid registration data received from institutions. The numerator is divided by the denominator and multiplied by 100 to get a percentage.</p>	<p>The numerator is the total number of funded students who paid the tuition fee.</p> <p>The denominator is the total number of students whose valid registration is received.</p> <p>The numerator is divided by the denominator and multiplied by 100 to get a percentage.</p>	N/A
<b>Means of verification</b>	Registration table (database) or a manual report reflecting the date that the registration data was received from institutions.	<p>System-generated report (payment remittance) or a manual report reflecting:</p> <ul style="list-style-type: none"> <li>the registration data payment date.</li> <li>payments reports and finance payment schedule /tracker</li> </ul>	To provide clarity of the required means of verification
<b>Assumptions</b>	Performance is dependent on the availability of valid registration data from institutions and payments made.	Institutional registered claims are based on registered students.	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	N/A	N/A
<b>Spatial transformation (where applicable)</b>	N/A	N/A	N/A
<b>Calculation type</b>	Cumulative	Non-Cumulative	
<b>Reporting cycle</b>	Quarterly	Annually	N/A
<b>Desired performance</b>	Performance that is higher than the targeted performance	N/A	N/A
<b>Indicator responsibility</b>	COO		

## New KPI 8.6: Payments to funded students made in accordance with the disbursement schedule

Current Technical Indicator Description Structure	
<b>Indicator title</b>	Payments to funded students made in accordance with the disbursement schedule
<b>Definition</b>	<p>This is the payment made to funded students on or before the scheduled disbursement date, ensuring that students receive their allowances on time.</p> <p>This new KPI is crucial because it assists in ensuring that funded students receive their financial support on time, reducing financial stress and allowing them to focus on their studies. It promotes operational efficiency by tracking payment adherence and minimises administrative delays.</p>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Disbursement Schedule</li> <li>• Disbursement MEMO</li> <li>• Confirmation of funds released including the date of payment</li> </ul>
<b>Method of calculation or assessment</b>	<ul style="list-style-type: none"> <li>• The numerator is the payments made before or on the scheduled period.</li> <li>• The denominator is the total number of planned payments dates as per the disbursement schedule.</li> <li>• The numerator is divided by the denominator and multiplied by 100 to get a percentage.</li> </ul>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved disbursement schedule</li> <li>• Approved disbursement MEMO</li> <li>• Confirmation of funds released (Proof of payments)</li> </ul>
<b>Assumptions</b>	A fully functional disbursement unit and system
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Same as the target
<b>Indicator responsibility</b>	COO



## KPI 8.7: Average call waiting time on NSFAS call centre

Current Technical Indicator Description Structure		Proposed Revision	Justification
<b>Indicator title</b>	Average call waiting time on NSFAS call centre	N/A	N/A
<b>Definition</b>	The average waiting time is the length of time a customer waits online to be responded to by NSFAS on the NSFAS telephone channel.	N/A	N/A
<b>Source of data</b>	Call centre telephony monitoring system or record.	N/A	N/A
<b>Method of calculation or assessment</b>	<p>The average waiting time is when the total call waiting time is divided by the number of calls received for the quarter under review is divided by the number of calls received during that period.</p> <p>To calculate the reduction, the average call waiting time of the previous quarter will be compared to the average call waiting time of the quarter under review.</p>	<p>The average waiting time is calculated by the total waiting time, divided by the number of calls received, for the quarter.</p> <p>To calculate the reduction: the previous quarter's average waiting time compared to the current quarter's waiting time (as calculated).</p>	Simplification of the language used and method of calculation.
<b>Means of verification</b>	Telephony system generated report approved by the COO.	N/A	N/A
<b>Assumptions</b>	The telephony system is operational/functional	N/A	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for youth	N/A	N/A
<b>Spatial transformation (where applicable)</b>	N/A	N/A	N/A
<b>Calculation type</b>	Cumulative year to date	N/A	N/A
<b>Reporting cycle</b>	Quarterly	N/A	N/A
<b>Desired performance</b>	8% reduction in call waiting time	N/A	N/A
<b>Indicator responsibility</b>	COO	N/A	N/A



## KPI 8.8: Percentage of queries resolved within quarter

Current Technical Indicator Description Structure		Proposed Revision	Justification
Indicator title	The percentage of queries resolved within the specified timeframes	The percentage of queries resolved within a quarter.	To ensure measurability of the indicator
<b>Definition</b>	<p>An inquiry is an act of asking questions or seeking information by stakeholders, or students, beneficiaries, or applicants. The questions relate to services provided by NSFAS</p> <ul style="list-style-type: none"> <li>• Tier 1: All inquiries received by telephone, email, social media, written correspondence, and walk-ins will be logged on a portal by a call centre agent. If the agent is unable to resolve the query, it will be escalated to the OPS unit as Tier 2 and resolved within three months with SLA.</li> </ul> <p>Definition of Resolution of Inquiry: The inquiry is considered resolved when a process of addressing and answering questions or concerns that have been raised by telephone, email, social media, and through face-to-face interactions is completed. This can involve investigating the issue at hand, gathering relevant information, and providing a clear and definitive response to the inquiry.</p>	The inquiry is considered resolved when a process of addressing and answering questions or concerns that have been raised, telephonically, by email, social media and face to face has been concluded within a quarter.	Revisions carried out to bring clarity on the definition.
<b>Source of data</b>	Report data from the monitoring system record or call centre Excel design spreadsheet will be used as a source of evidence in monitoring and maintaining records.	Data to be extracted from the ORION student enquiry/ portal system	It's to ensure data accuracy
<b>Method of calculation or assessment</b>	<p>Quantification and classification of all inquiries received in three months, with tracking from date of receipt to date of resolution, to ensure resolution of all queries.</p> <p>Count the total number of inquiries resolved within three months (quarter) divided by the total number of all inquiries recorded for the reporting period and multiply by 100 to express results as a percentage.</p> <p>Any inquiries received on a non-working day must be recorded on the next working day.</p>	<p>Numerator: the number of inquiries resolved within a quarter.</p> <p>Denominator: total number of inquiries received within a quarter.</p> <p>Percentage calculation: divide numerator by denominator multiplied by 100 to get a percentage</p>	To provide clarity on the method of calculation or assessment of performance
<b>Means of verification</b>	Report data from the monitoring system record.	Data to be extracted from the ORION student enquiries / portal system indicating the date in which enquires were lodged and resolved.	To clarify the data that will be used for verification.

## KPI 8.8: Percentage of queries resolved within a quarter (continuation)

Current Technical Indicator Description Structure		Proposed Revision	Justification
Assumptions	Inquiries logged correctly on the system. Clients provide usable and verifiable details during the registration of inquiries.	N/A	N/A
Disaggregation of beneficiaries (where applicable)	N/A	Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	None	Spatial transformation (where applicable)	None
Calculation type	Non-cumulative (year-end)	Non-cumulative	Removed "year-end" to avoid confusion
Reporting cycle	Quarterly	N/A	N/A
Desired performance	The desired achievement is equal to the projected target.	Desired performance	The desired achievement is equal to the projected target.
Indicator responsibility	COO	Indicator responsibility	COO

## KPI 8.9: Percentage of all valid appeals completed within 45 working days

Current Technical Indicator Description Structure	
Indicator title	Percentage of all valid appeals completed within 45 working days. A valid appeal is a file where
Definition	<p>all required supporting documents are submitted. An appeal is completed when the application with supporting evidence is assessed/evaluated by a NSFAS official, and the outcome of the assessment is issued.</p> <p>An appeal window is the maximum number of days (30) required for students to submit an appeal from the application rejection date.</p>
Source of data	<p>Report, either generated by the system or manually produced, of valid appeals received indicating:</p> <ul style="list-style-type: none"> <li>• rejected application reference number;</li> <li>• the date on which the application was rejected;</li> <li>• reason for the rejection of the claim;</li> <li>• appeal submission date;</li> <li>• appeal evaluation date; and</li> <li>• appeal approval or rejection date.</li> </ul>
Method of calculation or assessment	<ul style="list-style-type: none"> <li>• The numerator is the total number of all valid appeals completed within 45 working days during the period under review (specific quarter reported on).</li> <li>• The denominator is the total number of all valid appeals received during the period under review (specific quarter reported on).</li> <li>• A quantitative measure is used to determine the level of performance where the numerator is divided by the denominator and multiplied by 100 to get a percentage.</li> </ul>

#### **KPI 8.9: Percentage of all valid appeals completed within 45 working days (continuation)**

Current Technical Indicator Description Structure	
Means of verification	<ul style="list-style-type: none"> <li>Report of the number of valid appeals received.</li> <li>Report of the number of valid appeals evaluated within 45 working days</li> </ul>
Assumptions	The appeal documents submitted are valid.
Disaggregation of beneficiaries (where applicable)	Target for youth
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Performance that is higher than the targeted performance
Indicator responsibility	COO







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