



**PART D**  
TECHNICAL INDICATOR  
DESCRIPTIONS (TID<sub>s</sub>): OUTCOME  
INDICATORS

<b>Indicator title</b>	<b>1. Number of student enrolments at public universities annually</b>
<b>Definition</b>	Verified unduplicated student headcount enrolment numbers in higher education studies at universities.
<b>Source of data</b>	Audited institutional HEMIS sub-dataset from universities' student production system – included in the audit in cognisance of the Department's audit guidelines.
<b>Method of calculation/ assessment</b>	<p>Unit record dataset extracted by university on a census date, i.e. the midpoint of the academic period, as determined by the universities for the 2023 academic year. Unduplicated headcount number taken from the headcount report, Table 2.7, generated from the HEMIS database. Students enrolled for more than one qualification are only counted once. Students who have exam-only modules or are graduates, i.e. they have no course registrations, are excluded from the headcount table.</p> <p>Students who only write an exam have to do a full registration as the institution allows them to write the exam. As a result, they are reflected in the database as "exam only" so cannot be counted in the headcount figures.</p> <p>Graduates who are reflected as graduates only are students identified as graduates for a particular academic year, e.g. 2022, but due to time constraints for audit purposes or as they are completing experiential training, they will only go into the following year's database as graduates (e.g. 2023), but their actual headcount and course registration would have been processed in 2022. It all relates to the academic year and the identification of the graduate vs the audit period. A "graduate only" record is not an invalid record; it is just an overlap of two academic years.</p>
<b>Assumptions</b>	The universities adhere to their agreed-upon, Ministerially approved targets, and funding to universities is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the annual number of student enrolments at public universities will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	Actual headcount reported, equal to or exceeding the projected target.
<b>Indicator responsibility</b>	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the Directorate: HEMIS.

<b>Indicator title</b>	<b>2. Number of university students receiving funding through NSFAS bursaries annually</b>
<b>Definition</b>	Verified NSFAS beneficiaries at universities that receive financial aid to access higher education studies.
<b>Source of data</b>	Reported NSFAS beneficiaries as per audited NSFAS annual performance report for the academic year preceding the financial year under review.
<b>Method of calculation/ assessment</b>	Simple count of NSFAS qualifying students who benefitted from a bursary per academic year. NSFAS submits the audit report, and provides the extracted data to the Department by a particular date.
<b>Assumptions</b>	Credible NSFAS data and system capacity.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of university beneficiaries annually receiving funding through NSFAS bursaries will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	Actual NSFAS beneficiaries receiving financial aid at universities.
<b>Indicator responsibility</b>	Sub-programme Manager: University Management Support.

<b>Indicator title</b>	<b>3. Number of student enrolments at TVET colleges annually</b>
<b>Definition</b>	Verified unduplicated student headcount enrolment per enrolment cycle in differentiated programmes and qualifications.
<b>Source of data</b>	Audited institutional TVET MIS sub-dataset from TVET college student production system – included in the audit is cognisance of Departmental audit and verification guidelines.
<b>Method of calculation/ assessment</b>	Simple unduplicated enrolment cycle count.
<b>Assumptions</b>	TVET colleges adhere to their agreed-upon, Ministerially approved targets, and funding to TVET colleges is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Annual reported information on student enrolment at TVET colleges will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	A total of 50 TVET colleges in nine provinces, both urban and rural.
<b>Desired performance</b>	Actual headcount reported equals or exceeds the projected numbers.
<b>Indicator responsibility</b>	Sub-programme: TVET System Planning and Institutional Support: Manager – TVET Monitoring and Evaluation.

<b>Indicator title</b>	<b>4. Number of TVET college students receiving funding through NSFAS bursaries annually</b>
<b>Definition</b>	Verified NSFAS beneficiaries at TVET colleges that receive financial aid to access Ministerially approved programmes NC(V), Report 190/191 and PLP.
<b>Source of data</b>	Reported NSFAS beneficiaries as per audited NSFAS annual performance report for the academic year preceding the financial year under review.
<b>Method of calculation/ assessment</b>	Simple count of NSFAS qualifying students who benefitted from a bursary per academic year. NSFAS submits the audit report and provides the extracted data to the Department by a particular date.
<b>Assumptions</b>	Credible NSFAS data and system capacity.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of TVET college beneficiaries annually receiving funding through NSFAS bursaries will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	A total of 50 TVET colleges in nine provinces, both urban and rural.
<b>Desired performance</b>	Actual NSFAS beneficiaries receiving financial aid at TVET colleges.
<b>Indicator responsibility</b>	Sub-programme: Programmes and Qualifications: Manager – Student Development and Support.

<b>Indicator title</b>	<b>5. Number TVET colleges that have Disability Support Units established</b>
<b>Definition</b>	The total number of TVET colleges that have established Disability Support Units (DSUs) to support students with disabilities.
<b>Source of data</b>	Implementation reports.
<b>Method of calculation/ assessment</b>	Simple count of established DSUs for disability support.
<b>Assumptions</b>	The TVET colleges will source funding or ring-fence funds from their own coffers.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	The DSUs for disability support are established across the nine provinces, both urban and rural.
<b>Desired performance</b>	Targets for establishing DSUs for disability support are met or surpassed.
<b>Indicator responsibility</b>	Sub-programme: Programmes and Qualifications: Manager – Student Development and Support.

Indicator title	6. Number of students enrolled at CET colleges annually
Definition	Audited student enrolments across CET programmes.
Source of data	Enrolment schedule.
Method of calculation/assessment	Simple count of student enrolments across CET programmes.
Assumptions	Admission systems, capturing and data storage system are in place across nine CET colleges.
Disaggregation of beneficiaries (where applicable)	Reported information on the number of students enrolled in CET colleges will be disaggregated by gender, race and disability.
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Target for women: 60% (333 116).</li> <li>Target for people with disabilities: 2% (11 104).</li> </ul>
Desired performance	A total enrolment of 388 782 students in 2024.
Indicator responsibility	Sub-programme Manager: System Planning – Institutional Development and Support.

Indicator title	7. Number of learners entering artisanal programmes annually
Definition	Number of new artisan learners defined in terms of the SDA who enter the skills development system nationally to be trained to qualify as artisans.
Source of data	Records from the SETAs and the Institute for the National Development of Learnerships, Employment Skills and Labour Assessments (INDLELA) drawn from the National Artisan Development Support Centre.
Method of calculation/assessment	Number of new artisan learners reported by the SETAs and INDLELA.
Assumptions	Artisanal programmes data is accurate and verified.
Disaggregation of beneficiaries (where applicable)	Reported information on the number of learners entering artisanal programmes will be disaggregated by gender, race and disability.
Spatial transformation (where applicable)	National.
Desired performance	Actual performance that is higher is desirable.
Indicator responsibility	Sub-programme Manager: INDLELA

Indicator title	8. Annual number of learners or students placed in work-based learning programmes
Definition	Number of learners or students placed in WBL opportunities from various sectors in the PSET system to gain necessary workplace learning.
Source of data	Drawn from the SETAs' quarterly reports.
Method of calculation/assessment	Simple count of number of learners or students placed in WBL opportunities.
Assumptions	The WBL data is accurate and verified.
Disaggregation of beneficiaries (where applicable)	Reported information on the number of learners or students placed in WBL opportunities will be disaggregated by gender, race and disability.
Spatial transformation (where applicable)	National.
Desired performance	Actual performance that is higher is desirable.
Indicator responsibility	Sub-programme Manager: SETA Coordination.

<b>Indicator title</b>	<b>9. Number of learners registered in skills development programmes annually</b>
<b>Definition</b>	Number of learners (employed and unemployed) enrolled in skills development programmes.
<b>Source of data</b>	Drawn from SETA MIS quarterly reports.
<b>Method of calculation/assessment</b>	Simple count of number of learners (employed and unemployed) enrolled in skills programmes.
<b>Assumptions</b>	Skills development programmes data is accurate and verified.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of learners registered in skills development programmes annually will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	National.
<b>Desired performance</b>	Learners enrolled in skills programmes.
<b>Indicator responsibility</b>	Sub-programme Manager: SETA Coordination.

<b>Indicator title</b>	<b>10. Number of students completing a university qualification annually</b>
<b>Definition</b>	Verified number of graduates from universities.
<b>Source of data</b>	Audited institutional HEMIS sub-dataset from universities' student production system – included in the audit in cognisance of the Department's audit guidelines.
<b>Method of calculation/assessment</b>	Unit record dataset extracted by university on a census date, i.e. the midpoint of the academic period, as determined by the universities for the 2023 academic year. The number is the total from Table 2.13. This number includes students who graduated after the final audit for 2022 and who are graduates only. Records where element 025 = F and W are counted.
<b>Assumptions</b>	The universities adhere to their agreed-upon, Ministerially approved targets and that funding to universities is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of students completing a university qualification annually will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	The number of graduates equal to or exceeding the projected target.
<b>Indicator responsibility</b>	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the HEMIS Directorate.

<b>Indicator title</b>	<b>11. Number of graduates in engineering annually</b>
<b>Definition</b>	Verified number of undergraduate graduates in engineering sciences from universities.
<b>Source of data</b>	Audited 2023 academic year institutional HEMIS sub-dataset from universities' student production system verified by October 2024. Included in the audit is cognisance of the Department's audit guidelines.
<b>Method of calculation/assessment</b>	Unit record dataset extracted by university on a census date, i.e. the midpoint of the academic period, as determined by the universities for the 2023 academic year. The number is summed from Table 2.13 for the certificate, diploma, three- and four-year bachelor's degrees, Baccalaureus Technologiae and advanced diploma qualification types in CESM 08.
<b>Assumptions</b>	The universities adhere to their agreed-upon, Ministerially approved targets and that funding to universities is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the annual number of graduates in engineering will be disaggregated by gender, race and disability.

Indicator title	11. Number of graduates in engineering annually
Spatial transformation (where applicable)	Not applicable.
Desired performance	The number of undergraduate engineering graduates equal to or exceeding the projected target.
Indicator responsibility	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the HEMIS Directorate.

Indicator title	12. Number of graduates in natural and physical sciences annually
Definition	Verified number of undergraduate graduates in natural (life) and physical sciences received from universities.
Source of data	Audited 2023 academic year institutional HEMIS sub-dataset from universities' student production system verified by October 2024 – included in the audit is cognisance of the Department's audit guidelines.
Method of calculation/assessment	Unit record dataset extracted by university on a census date, i.e. the midpoint of the academic period, as determined by the universities for the 2023 academic year. The number is summed from Table 2.13 for the certificate, diploma, three- and four-year bachelor's degrees, Baccalaureus Technologiae and advanced diploma qualification types in CESM 13 and 14.
Assumptions	The universities adhere to their agreed-upon, Ministerially approved targets and that funding to universities is not decreased.
Disaggregation of beneficiaries (where applicable)	Reported information on the number of graduates in natural and physical sciences annually will be disaggregated by gender, race and disability.
Spatial transformation (where applicable)	Not applicable.
Desired performance	The number of natural (life) and physical sciences graduates equal to or exceeding the projected target.
Indicator responsibility	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the HEMIS Directorate.

Indicator title	13. Number of human health sciences graduates annually
Definition	Verified number of undergraduate graduates in human health sciences from universities.
Source of data	Audited 2023 academic year institutional HEMIS sub-dataset from universities' student production system verified by October 2024 – included in the audit is cognisance of the Department's audit guidelines.
Method of calculation/assessment	Unit record dataset extracted by university on a census date, i.e. the midpoint of the academic period, as determined by the universities for the 2023 academic year. The number is summed from Table 2.13 for the certificate, diploma, three- and four-year bachelor's degrees, Baccalaureus Technologiae, advanced diploma.
Assumptions	The universities adhere to their agreed-upon, Ministerially approved targets and that funding to universities is not decreased.
Disaggregation of beneficiaries (where applicable)	Reported information on the number of human health sciences graduates annually will be disaggregated by gender, race and disability.
Spatial transformation (where applicable)	Not applicable.
Desired performance	The number of undergraduate human health equal to or exceeding the projected target.

<b>Indicator title</b>	<b>13. Number of human health sciences graduates annually</b>
<b>Indicator responsibility</b>	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the HEMIS Directorate.

<b>Indicator title</b>	<b>14. Number of animal health sciences graduates annually</b>
<b>Definition</b>	Verified number of undergraduate graduates in animal health sciences.
<b>Source of data</b>	Audited 2023 academic year institutional HEMIS sub-dataset from universities' student production system verified by October 2024 – included in the audit is cognisance of the Department's audit guidelines.
<b>Method of calculation/ assessment</b>	Unit record dataset extracted by university on a census date, i.e. the midpoint of the academic period, as determined by the universities for the 2023 academic year. The number is summed from Table 2.13 for the certificate, diploma, three- and four-year bachelor's degrees, Baccalaureus Technologiae, advanced diploma.
<b>Assumptions</b>	The universities adhere to their agreed-upon, Ministerially approved targets and that funding to universities is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of animal health sciences graduates annually will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	The number of undergraduate animal health equal to or exceeding the projected target.
<b>Indicator responsibility</b>	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the HEMIS Directorate.

<b>Indicator title</b>	<b>15. Number of veterinary science graduates annually</b>
<b>Definition</b>	Verified number of postgraduate bachelor's degree in veterinary science from universities. Veterinary science may include the postgraduate bachelor's degree because the pipeline students cannot practice without having done this qualification. It is in the process of being phased out and has been replaced by a four-year bachelor's degree, but if there are still pipeline students, they will have to be included.
<b>Source of data</b>	Audited 2023 academic year institutional HEMIS sub-dataset from universities' student production system verified by October 2024 – included in the audit is cognisance of the Department's audit guidelines.
<b>Method of calculation/ assessment</b>	Unit record dataset extracted by university on a census date, i.e. the midpoint of the academic period, as determined by the universities for the 2023 academic year. The number is summed from Table 2.13 for the postgraduate bachelor's degree (for Veterinary Science only) qualification types in CESM 09 and CESM 0106.
<b>Assumptions</b>	The universities adhere to their agreed-upon, Ministerially approved targets and that funding to universities is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of veterinary science graduates will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.

<b>Indicator title</b>	<b>15. Number of veterinary science graduates annually</b>
<b>Desired performance</b>	The number of postgraduate bachelor's degree for veterinary science graduates equal to or exceeding the projected target.
<b>Indicator responsibility</b>	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the HEMIS Directorate.

<b>Indicator title</b>	<b>16. Number of master's graduates (all master's degrees) annually</b>
<b>Definition</b>	Verified number of master's graduates from universities.
<b>Source of data</b>	Audited 2023 academic year institutional HEMIS sub-dataset from universities' student production system verified by October 2024. Included in the audit is cognisance of the Department's audit guidelines.
<b>Method of calculation/assessment</b>	Unit record dataset extracted by university on a census date, i.e. the midpoint of the academic period, as determined by the universities for the 2023 academic year. The number is summed from Table 2.13 for the master's (research) and master's (non-research).
<b>Assumptions</b>	The universities adhere to their agreed-upon, Ministerially approved targets and that funding to universities is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of master's graduates (all master's degrees) annually will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	The number of masters' graduates equal to or exceeding the projected target.
<b>Indicator responsibility</b>	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the HEMIS Directorate.

<b>Indicator title</b>	<b>17. Number of doctoral graduates annually</b>
<b>Definition</b>	Verified number of doctoral graduates from universities.
<b>Source of data</b>	Audited 2023 academic year institutional HEMIS sub-dataset from universities' student production system verified by October 2024. Included in the audit is cognisance of the Department's audit guidelines.
<b>Method of calculation/assessment</b>	Unit record dataset extracted by university on a census date, i.e. the midpoint of the academic period, as determined by the universities for the 2023 academic year. The number is summed from the graduate table, Table 2.13, for the doctoral qualification type.
<b>Assumptions</b>	The universities adhere to their agreed-upon, Ministerially approved targets and that funding to universities is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of doctoral graduates annually will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	The number of doctoral graduates equal to or exceeding the projected target.
<b>Indicator responsibility</b>	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the HEMIS Directorate.



Indicator title	18. Number of initial teacher education graduates annually
<b>Definition</b>	<p>Verified number of graduates in initial teacher education from universities. Initial teacher education graduates include graduates from initial teacher education qualification programmes that are described in the following four policies:</p> <ul style="list-style-type: none"> <li>• Policy on Minimum Requirements for Teacher Education Qualifications (2011, revised 2015).</li> <li>• Policy on Minimum Requirements for Programmes Leading to Qualifications in Higher Education for Early Childhood Development Educators (2017).</li> <li>• Policy on Professional Qualifications for Lecturers in Technical and Vocational Education and Training (2013).</li> <li>• Policy on Minimum Requirements for Programmes Leading to Qualifications for Educators and Lecturers in Adult and Community Education and Training (2015).</li> </ul> <p>Graduates from these qualifications can include early childhood development educators, school teachers, and TVET and CET college lecturers.</p>
<b>Source of data</b>	Audited 2023 academic year institutional HEMIS sub-dataset from universities' student production system verified by March 2024. Included in the audit is cognisance of the Department's audit guidelines.
<b>Method of calculation/assessment</b>	Unit record dataset extracted by university on a census date, i.e. the midpoint of the academic period, as determined by the universities for the 2023 academic year. Graduates with a diploma, Bachelor of Education (B.Ed) degree, Postgraduate Certificate in Education and advanced diploma qualifications are extracted from the HEMIS database.
<b>Assumptions</b>	The universities adhere to their agreed-upon, Ministerially approved targets and that funding to universities is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the annual number of initial teacher education graduates will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	The number of initial teacher education graduates equal to or exceeding the projected target.
<b>Indicator responsibility</b>	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the Directorates: HEMIS and Teaching and Learning Development.

Indicator title	19. Throughput rate of 2014 first-time cohort at universities
<b>Definition</b>	Percentage of the first-time entering 2014 cohort who completed their qualifications after 10 years.
<b>Source of data</b>	Annual cohort report.
<b>Method of calculation/assessment</b>	First-time entering students from the 2014 cohort are tracked through the system over a 10-year period. Data is entered into a spreadsheet for each university and the system as a whole. The cohort report is then compiled by 31 March each year. The data is drawn from the table of graduates for contact and distance education for three-to six-year qualifications.
<b>Assumptions</b>	The IT system is available 24/7 for the generation of the tables and there is an IT contract in place for the maintenance of the HEMIS software.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	The throughput rate for the 2014 cohort is equal to or exceeding the projected target.
<b>Indicator responsibility</b>	Sub-programme Manager: HEMIS.

<b>Indicator title</b>	<b>20. Percentage increase of first-time students entering university</b>
<b>Definition</b>	Verified percentage increase of first-time entering students at universities.
<b>Source of data</b>	Audited 2023 academic year institutional HEMIS sub-dataset from universities' student production system verified by October 2024. Included in the audit is cognisance of the Department's audit guidelines.
<b>Method of calculation/assessment</b>	Unit record dataset extracted by university on a census date, i.e. the midpoint of the academic period, as determined by the universities for the 2023 academic year. Unduplicated headcount number of first-time entering students taken from the headcount report, Table 2.7, generated from the HEMIS database. Students enrolled for more than one qualification are only counted once. Students who have "exam only" modules or are graduates only, i.e. they have no course registrations, are excluded from the headcount table. Students who are "exam only" do not have to do a full registration as the institution allows them to write the exam. As a result, they are reflected in the database as "exam only" students so cannot be counted in the headcount figures. A percentage increase is then calculated over the prior year's first-time entering headcount number.
<b>Assumptions</b>	The universities adhere to their agreed-upon, Ministerially approved targets and that funding to universities is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the percentage increase of first-time entering students at universities will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	The percentage increase of first-time students entering universities is equal to or exceeding the projected target.
<b>Indicator responsibility</b>	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the HEMIS Directorate.

<b>Indicator title</b>	<b>21. Number of TVET college students completing N6 qualification annually</b>
<b>Definition</b>	The total number of TVET college students who complete Report 191 NATED N6 annually.
<b>Source of data</b>	Examinations and assessment data hosted by SITA.
<b>Method of calculation/assessment</b>	Computed by adding the examination and internal continuous assessment marks of all TVET college students. Then both exams and Internal Continuous Assessment (ICASS) raw marks are statistically moderated by Umalusi or QCTO. All students who have satisfied the requirements (passed four subjects) for Report 191 NATED N6 annually.
<b>Assumptions</b>	The TVET college students who register for and write the examinations, pass and meet the requirements for certification.
<b>Disaggregation of beneficiaries (where applicable)</b>	The reported number of eligible students who have complied with all the requirements will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	A total of 50 TVET colleges in nine provinces, both urban and rural.
<b>Desired performance</b>	It is desirable that a performance target is met or surpassed.
<b>Indicator responsibility</b>	Sub-programme: National Examination and Assessment: Manager – Resulting and Certification.

<b>Indicator title</b>	<b>22. Number of TVET college students completing NC(V) Level 4 annually</b>
<b>Definition</b>	The total number of TVET college students who complete NC(V) Level 4 and are certified annually.
<b>Source of data</b>	Examinations and assessment data hosted by SITA.
<b>Method of calculation/ assessment</b>	Computed by adding the examination and internal continuous assessment marks of all TVET college students. Then, Umalusi statistically moderates both the exam mark and the ICASS raw marks. All students who have satisfied the requirements (passed four subjects) for NC(V) Level 4 annually.
<b>Assumptions</b>	The TVET college students who register for and write the examinations, pass and meet the requirements for certification.
<b>Disaggregation of beneficiaries (where applicable)</b>	The reported number of eligible students who have complied with all the requirements will be based on gender, race and people with a disability.
<b>Spatial transformation (where applicable)</b>	A total of 50 TVET colleges in nine provinces, both urban and rural.
<b>Desired performance</b>	It is desirable that a performance target is met or surpassed.
<b>Indicator responsibility</b>	Sub-programme: National Examination and Assessment: Manager – Resulting and Certification.

<b>Indicator title</b>	<b>23. Throughput rate of TVET (NC(V))</b>
<b>Definition</b>	Percentage of TVET college students who completed NC(V) Level 4 qualification within a stipulated three-year period.
<b>Source of data</b>	Examinations and assessment data hosted by SITA.
<b>Method of calculation / assessment</b>	The total number of students who started and successfully completed NC(V) Level 2, 3 and 4 within a three-year stipulated period. The total number of students who completed NC(V) Level 4 divided by the total number of students who started and successfully completed NC(V) Level 2 multiplied by 100.
<b>Assumptions</b>	Students of this cohort will remain in the system for the stipulated three-year period.
<b>Disaggregation of beneficiaries (where applicable)</b>	The reported number of students who are eligible for NC(V) Level 4 certificates after three years will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	A total of 50 TVET colleges in nine provinces, both urban and rural.
<b>Desired performance</b>	It is desirable that a performance target is met or surpassed.
<b>Indicator responsibility</b>	Sub-programme: National Examination and Assessment: Manager – Resulting and Certification.

<b>Indicator title</b>	<b>24. Number of students enrolled in Pre-vocational Learning Programme (PLP) to improve success</b>
<b>Definition</b>	The total number of students who enrolled in the PLP foundational programme.
<b>Source of data</b>	Verified institutional TVET MIS sub-dataset from TVET college student production system.
<b>Method of calculation/ assessment</b>	Simple unduplicated programme enrolment count.
<b>Assumptions</b>	The TVET colleges adhere to their agreed-upon, Ministerially approved targets, and funding to TVET colleges is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Annual reported information on PLP enrolments at TVET colleges will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	A total of 50 TVET colleges in nine provinces, both urban and rural.
<b>Desired performance</b>	Actual headcount reported equals or exceeds the projected numbers.

<b>Indicator title</b>	<b>24. Number of students enrolled in Pre-vocational Learning Programme (PLP) to improve success</b>
<b>Indicator responsibility</b>	Sub-programme: Programmes and Qualifications: Manager – Curriculum Development and Support.

<b>Indicator title</b>	<b>25. Number of CET college students completing GETC: Level 4 annually</b>
<b>Definition</b>	Audited number of CET college students who complete GETC: ABET Level 4 annually. These are students eligible to be issued with GETC: ABET certificates.
<b>Source of data</b>	Examination and assessment data by the DBE, hosted by SITA.
<b>Method of calculation/assessment</b>	The number of students who successfully completed a qualification in an academic year divided by the number of candidates who were eligible to complete the qualification and who wrote the examinations in that particular academic year.
<b>Assumptions</b>	Data accuracy and reliability from the DBE/SITA system.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of CET college students who complete GETC: Level 4 annually will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	Targets are met or surpassed.
<b>Indicator responsibility</b>	Sub-programme Manager: National Examinations and Assessment.

<b>Indicator title</b>	<b>26. Number of CET college students completing Grade 12 annually</b>
<b>Definition</b>	Audited number of CET college students who are eligible to be issued with certificates for the Grade 12 qualification.
<b>Source of data</b>	Examination and assessment data obtained from the DBE/SITA system until 2022 and by the Department from 2023 onwards.
<b>Method of calculation/assessment</b>	The number of students who successfully completed a qualification in an academic year divided by the number of candidates who were eligible to complete the qualification and who wrote their examinations in that particular academic year.
<b>Assumptions</b>	DBE/SITA system data is accurate and reliable.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of CET college students who completed Grade 12 annually will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	Targets are met or surpassed.
<b>Indicator responsibility</b>	Sub-programme Manager: National Examinations and Assessment.

<b>Indicator title</b>	<b>27. Number of artisans found competent annually</b>
<b>Definition</b>	Number of artisans who pass a trade test (found competent) qualifying them as artisans.
<b>Source of data</b>	Records of SETAs and INDLELA drawn from the National Artisan Development Support Centre system.
<b>Method of calculation/assessment</b>	Total number of artisans found competent.
<b>Assumptions</b>	Artisan certificated data is accurate and verified.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of artisans certified annually will be disaggregated by gender, race and disability.

<b>Indicator title</b>	<b>27. Number of artisans found competent annually</b>
<b>Spatial transformation (where applicable)</b>	National.
<b>Desired performance</b>	Actual performance that is higher is desirable.
<b>Indicator responsibility</b>	Sub-programme Manager: INDLELA

<b>Indicator title</b>	<b>28. Number of learners who completed learnerships annually</b>
<b>Definition</b>	Number of learners who complete learnerships annually.
<b>Source of data</b>	Drawn from quarterly reports.
<b>Method of calculation/assessment</b>	Simple count of learners who completed learnerships.
<b>Assumptions</b>	Learnership data is accurate and verified.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of learners who completed learnerships annually will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	National.
<b>Desired performance</b>	Learners who completed learnerships.
<b>Indicator responsibility</b>	Sub-programme Manager: SETA Coordination.

<b>Indicator title</b>	<b>29. Number of learners who completed internships annually</b>
<b>Definition</b>	Number of learners who completed internships annually.
<b>Source of data</b>	Drawn from quarterly reports.
<b>Method of calculation/assessment</b>	Simple count of learners who completed internships.
<b>Assumptions</b>	Internship data is accurate and verified.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of learners who completed internships annually will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	National.
<b>Desired performance</b>	Learners who completed internships.
<b>Indicator responsibility</b>	Sub-programme Manager: SETA Coordination.

<b>Indicator title</b>	<b>30. Number of learners who completed skills programmes annually</b>
<b>Definition</b>	Number of learners who completed SETA-supported skills programmes annually.
<b>Source of data</b>	Drawn from SETA reports.
<b>Method of calculation/assessment</b>	Simple count of learners who completed skills programmes.
<b>Assumptions</b>	Skills programmes data is accurate and verified.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on the number of learners who completed skills programmes annually will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	National.
<b>Desired performance</b>	Actual performance that is higher is desirable.
<b>Indicator responsibility</b>	Sub-programme Manager: SETA Coordination.

Indicator title	31. Percentage of TVET college lecturers with professional qualifications
Definition	Analysis of TVET college lecturers acquiring professional qualifications on an annual basis from 2020.
Source of data	Approved report on professionally qualified TVET college lecturers by the Director-General.
Method of calculation/assessment	Simple count of submission and report on professionally qualified TVET college lecturers by the Director-General.
Assumptions	There are universities offering accredited TVET college lecturer qualifications.
Disaggregation of beneficiaries (where applicable)	Women: 30%. Youth: 9%. Lecturers with disabilities: 1%.
Spatial transformation (where applicable)	The report on professionally qualified TVET college lecturers will cover lecturers from the 50 colleges –both urban and rural.
Desired performance	Approved report on professionally qualified TVET college lecturers by the Director-General.
Indicator responsibility	Sub-programme: Programmes and Qualifications: Manager – Lecturer Development and Support.

Indicator title	32. Percentage of TVET colleges that meet standard of good governance
Definition	The indicator seeks to show the level of compliance of college councils to a set of self-assessment tool.
Source of data	Quarterly survey hub.
Method of calculation/assessment	The percentage of compliance of all colleges is added and divided by 50 colleges and multiplied by 100 (Average of the total percentage compliance for 50 colleges).
Assumptions	College councils are properly inducted and comply at all times with the CET Act 16 of 2006.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	To be implemented at 50 colleges both rural and urban.
Desired performance	Performance target which is 100 % compliance is met.
Indicator responsibility	Sub-programme: System Planning and Institutional Support, Director Management and Governance of TVET Colleges.

Indicator title	33. Number of universities accredited to offer TVET college lecturer qualifications
Definition	The number of universities accredited to offer programmes for TVET college lecturers described in the Policy on Professional Qualifications for Lecturers in Technical and Vocational Education and Training (DHET, 2013, Gazette No. 36554).
Source of data	Accredited letter provided to the institution by the CHE.
Method of calculation/assessment	Simple count of institutions accredited by CHE to offer programmes for TVET qualifications.
Assumptions	Sufficient number of universities have CHE-accredited qualifications in place.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Desired performance	Targets are met or surpassed.
Indicator responsibility	Sub-programme Manager: Teacher Education

Indicator title	34. Percentage of university lecturers (permanent instruction or research staff) who hold doctoral degrees
Definition	Verified percentage of permanent academic staff with doctorates at universities.
Source of data	Audited institutional HEMIS sub-dataset from universities' human resources production system. Included in the audit is cognisance of the Department's audit guidelines.
Method of calculation/assessment	Number of permanent academic staff with doctorates (Table 3.4 on doctoral qualifications) at universities divided by the total number of permanent academic staff (total of Table 3.4) as a percentage.
Assumptions	The universities adhere to their agreed-upon, Ministerially approved targets.
Disaggregation of beneficiaries (where applicable)	Reported information on university lecturers (permanent instruction or research staff) who hold doctoral degrees will be disaggregated by gender, race and disability.
Spatial transformation (where applicable)	Not applicable.
Desired performance	Actual percentage of permanent academic staff with doctorates reported equal to or exceeding the projected target.
Indicator responsibility	Sub-programme Manager: Academic Planning, Monitoring and Evaluation, supported by the HEMIS Directorate.

Indicator title	35. Number of nGAP posts filled at universities every year
Definition	Annual nGAP posts filled at universities.
Source of data	Submission signed by the Director-General approving the filling of posts to universities, and post or funding allocation letter to universities.
Method of calculation/assessment	Simple count of approved new nGAP posts filled at universities as per the allocation letters.
Assumptions	Funding is continuously available to support the implementation of the nGAP.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Desired performance	A total of 85 new nGAP posts filled at universities every year.
Indicator responsibility	Sub-programme Manager: University Capacity Development.

Indicator title	36. Percentage of universities that have developed articulation implementation plans with TVET colleges
Definition	The percentage of universities that have developed TVET college articulation implementation plans to ensure transitioning of TVET students to a cognate university qualification.
Source of data	Branch records on approved submissions.
Method of calculation/assessment	Number of universities compliant divided by the total number of universities that have developed articulation implementation plans.
Assumptions	Universities recognise TVET qualifications.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Desired performance	Targets are met or surpassed.
Indicator responsibility	Sub-programme Manager: Teacher Education.

<b>Indicator title</b>	<b>37. Percentage of universities that meet standard of good governance</b>
<b>Definition</b>	Percentage of universities that meet composite standards or indicators of good governance.
<b>Source of data</b>	Self-assessment by Councils of public universities; Annual Reports of institutions; Submissions of Ministerial interventions to institutions in terms of the Higher Education Act.
<b>Method of calculation/ assessment</b>	Governance is a qualitative phenomenon thus the percentage is determined on a basis of composite indicator system from different sources. Average of percentages of institutions that meet of several indicators i.e. number of institutions with a cumulative weighted scores of 3 to 4 on the Council self-assessments; unqualified audits; no material non-compliance with key legislation applicable to financial and performance management and related matters; no significant deficiencies in internal controls; no Ministerial interventions in terms of the Act.
<b>Assumptions</b>	Public universities submit accurate governance data with appropriate evidence.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	Determined percentage of institutions meeting standards of good governance equal to-or exceeding the projected target.
<b>Indicator responsibility</b>	Sub-programme Manager: Governance Support.

<b>Indicator title</b>	<b>38. Number of CET lecturers trained</b>
<b>Definition</b>	Verified unduplicated number of lecturers participating in accredited training programmes.
<b>Source of data</b>	College reports containing copies of signed attendance registers.
<b>Method of calculation/ assessment</b>	Simple count of the number of CET lecturers participating in accredited training programmes.
<b>Assumptions</b>	CET colleges submit accurate accredited training programmes data with appropriate evidence.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on CET lecturers trained will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	Targets are met or surpassed.
<b>Indicator responsibility</b>	Sub-programme Manager: Education, Training, Development and Assessment.

<b>Indicator title</b>	<b>39. Percentage of CETCs that meet standard of good governance</b>
<b>Definition</b>	Director-General approved governance standards implemented by all CET College Councils.
<b>Source of data</b>	Branch records and submissions on Governance Standards and M&E report.
<b>Method of calculation/ assessment</b>	Simple count of the number of CET colleges complying with governance standards and divided by 9 CET colleges and multiplied by 100.
<b>Assumptions</b>	Governance standards will be developed in line with good governance principles.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	To be implemented by all nine CET Colleges.
<b>Desired performance</b>	Good governance in CET Colleges.
<b>Indicator responsibility</b>	Sub-programme: Systems Planning and Institutional Support: Manager – Governance and Management Support.



<b>Indicator title</b>	<b>40. Percentage of SETAs that meet standard of good governance</b>
<b>Definition</b>	A percentage measure of SETAs complying with standards and practices of good governance as required by SETAs good governance standards.
<b>Source of data</b>	Branch records and submissions on SETAs good governance reports.
<b>Method of calculation/ assessment</b>	Number of SETAs complying with good governance standards divided by the total number of SETAs multiplied by 100.
<b>Assumptions</b>	SETAs complies with good governance standards.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	All SETAs consistently practicing good governance standards.
<b>Indicator responsibility</b>	Sub-programme Manager: SETA Coordination.

<b>Indicator title</b>	<b>41. Percentage of TVET college lecturing staff appropriately placed in industry or in exchange programmes</b>
<b>Definition</b>	Increase in the percentage of TVET college lecturers appropriately placed in industry or in exchange programmes.
<b>Source of data</b>	Submission and report on the percentage of TVET college lecturers appropriately placed in industry or in exchange programmes approved by the Director-General.
<b>Method of calculation/ assessment</b>	Simple count of submission and report approved by the Director-General.
<b>Assumptions</b>	Work placement opportunities or exchange programmes will be available.
<b>Disaggregation of beneficiaries (where applicable)</b>	Women: 1%. Youth: 0.24%. People with disabilities: 0.01%.
<b>Spatial transformation (where applicable)</b>	The improvement is applicable to the 50 TVET colleges, both urban and rural.
<b>Desired performance</b>	Targets are met or surpassed.
<b>Indicator responsibility</b>	Sub-programme: Programmes and Qualifications: Manager – Lecturer Development and Support.

<b>Indicator title</b>	<b>42. Number of lecturers participating in project-based lecturer capacity programmes in engineering (electrical, plumbing and mechanical)</b>
<b>Definition</b>	Verified unduplicated number of lecturers participating in project-based lecturer capacity programmes in engineering (electrical, plumbing and mechanical).
<b>Source of data</b>	TVET college and GIZ reports containing lists of participants and copies of signed attendance registers.
<b>Method of calculation/ assessment</b>	Simple count of the number of TVET lecturers participating in project-based lecturer capacity programmes in engineering (electrical, plumbing and mechanical).
<b>Assumptions</b>	Resources are available in TVET colleges for lecturers to participate in engineering programmes.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on TVET lecturers trained will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	The improvement is applicable to the 50 TVET colleges, both urban and rural.
<b>Desired performance</b>	Targets are met or surpassed.
<b>Indicator responsibility</b>	Sub-programme Manager: Programmes and Qualifications: Manager – Lecturer Development and Support.

<b>Indicator title</b>	<b>43. Number of TVET colleges with 4IR Centres of Excellence established</b>
<b>Definition</b>	Number of TVET colleges where 4IR Centres of Excellence have been established.
<b>Source of data</b>	Reports from TVET colleges with Centres of Excellence and from the Project Steering Committee.
<b>Method of calculation/assessment</b>	Simple count of the number of TVET colleges with Centres of Excellence.
<b>Assumptions</b>	Resources are available to establish Centres of Excellence.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	The improvement is applicable to the 20 TVET colleges, both urban and rural.
<b>Desired performance</b>	Targets are met or surpassed.
<b>Indicator responsibility</b>	Sub-programme Manager: Programmes and Qualifications: Manager – Lecturer Development and Support.

<b>Indicator title</b>	<b>44. Number of lecturers participating in digital literacy programmes</b>
<b>Definition</b>	Verified unduplicated number of lecturers participating in digital literacy programmes.
<b>Source of data</b>	TVET college and service provider reports containing lists of participants and copies of signed attendance registers.
<b>Method of calculation/assessment</b>	Simple count of the number of TVET college lecturers participating in digital literacy programmes.
<b>Assumptions</b>	Funding is available for lecturers to participate in digital literacy programmes.
<b>Disaggregation of beneficiaries (where applicable)</b>	Reported information on TVET college lecturers trained will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	The improvement is applicable to the 50 TVET colleges, both urban and rural.
<b>Desired performance</b>	Targets are met or surpassed.
<b>Indicator responsibility</b>	Sub-programme Manager: Programmes and Qualifications: Manager – Lecturer Development and Support

<b>Indicator title</b>	<b>45. Number of TVET colleges with hubs established to promote entrepreneurship</b>
<b>Definition</b>	The total number of TVET colleges that establish entrepreneurship hubs or units to promote entrepreneurship as a viable destination for students after graduating.
<b>Source of data</b>	Implementation reports.
<b>Method of calculation/assessment</b>	Simple count of TVET colleges with established entrepreneurship hubs.
<b>Assumptions</b>	The TVET colleges will source funding or ring-fence funds from their own coffers.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Nine colleges across the nine provinces, both urban and rural.
<b>Desired performance</b>	Targets for entrepreneurship hubs are met or surpassed.
<b>Indicator responsibility</b>	Sub-programme: Programmes and Qualifications: Manager – Student Development and Support.

<b>Indicator title</b>	<b>46. Number of artisan learners trained in CoS per annum</b>
<b>Definition</b>	The total number of learners trained as artisans in the CoS .
<b>Source of data</b>	Verified institutional TVET MIS sub-dataset from the TVET college student production system.
<b>Method of calculation/ assessment</b>	Simple unduplicated programme enrolment count.
<b>Assumptions</b>	The TVET colleges adhere to their agreed-upon, Ministerially approved targets and funding to TVET colleges is not decreased.
<b>Disaggregation of beneficiaries (where applicable)</b>	Annual reported information on trade enrolments at CoS colleges will be disaggregated by gender, race and disability.
<b>Spatial transformation (where applicable)</b>	A total of 50 TVET colleges in nine provinces, both urban and rural.
<b>Desired performance</b>	Actual headcount reported equals or exceeds the projected numbers.
<b>Indicator responsibility</b>	Sub-programme: Programmes and Qualifications: Manager – Curriculum Development and Support.

<b>Indicator title</b>	<b>47. Number of universities implementing student-focused entrepreneurship development activities</b>
<b>Definition</b>	Student-focused entrepreneurship development activities refer to initiatives that increase students' awareness of entrepreneurship and equip them for participation in entrepreneurial activity as a means of participating in the economy. These activities might be formal or non-formal activities. Formal activities include academic courses in formal qualifications and short courses. Non-formal activities include start-up weekends, boot camps, workshops, student markets, competitions and other activities that might be part of the annual national Student Entrepreneurship Week programmes hosted by universities.
<b>Source of data</b>	A report on university entrepreneurship development activities submitted by 31 March each year, signed by the Vice-Chancellor or Deputy Vice-Chancellor.
<b>Method of calculation/ assessment</b>	Simple count of number of universities that have implemented student-focused entrepreneurship activities in a given year as per the content of the reports.
<b>Assumptions</b>	The Entrepreneurship Development in Higher Education Programme is supported to promote entrepreneurship development at universities.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	By 2025, all 26 universities are implementing student-focused entrepreneurship development activities.
<b>Indicator responsibility</b>	Sub-programme Manager: University Capacity Development.

<b>Indicator title</b>	<b>48. Number of programmes and qualifications offered in CET colleges increased</b>
<b>Definition</b>	Introduction of new accredited national programmes, part-qualifications and qualifications offered in the nine CET colleges. The programmes and qualifications would be accredited by the relevant quality councils.
<b>Source of data</b>	Approved register of programmes, part-qualifications and qualifications offered in CET colleges.
<b>Method of calculation/assessment</b>	Simple count of number of programmes, part-qualifications and qualifications introduced nationally at CET colleges.
<b>Assumptions</b>	Colleges have adequate funding and capacity to provide new programmes and qualifications.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	By 2024, all nine CET colleges have met or surpassed targets on increasing the number of programmes, part-qualifications and qualifications offered.
<b>Indicator responsibility</b>	Sub-programme Manager: Education, Training, Development and Assessment

<b>Indicator title</b>	<b>49. Audit opinion received from the Auditor-General of South Africa</b>
<b>Definition</b>	This is an indication of an audit opinion obtained from the Auditor-General of South Africa in respect of the previous financial year. It is recognised that the audit opinion is applicable to all potential audit areas.
<b>Source of data</b>	The report by the Auditor-General provided as part of the Annual Report.
<b>Method of calculation/assessment</b>	Simple count of audit opinion issued.
<b>Assumptions</b>	The departmental audit is finalised and a report is duly issued.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial transformation (where applicable)</b>	Not applicable.
<b>Desired performance</b>	Unqualified audit opinion.
<b>Indicator responsibility</b>	Sub-programme Manager: All programmes coordinated via the Office of the Chief Financial Officer.