Strategic Plan

2015 – 2020

NQA

Namibia · Qualifications · Authority

Quality Assured Qualifications

Vision

Globally Reputable Qualifications Authority Empowering People in Namibia.

Mission

To Sustain a National Framework that Assures Quality Qualifications.

Core Values

Transparency

Integrity

Innovation

Accountability

Excellence

Strategic Goals

NQA Growth and Development

Education and Training Quality Assurance Systems Improvement

NQF Development and Implementation

Relationships Management

Contents

Abbreviations 4
Introduction and Background 5
Stakeholder Analysis 7
SWOT Analysis 12
Key Strategic Issues 13
High Level Statements 14
The Core Values 15
Strategic Goals and Mission 16
Vision and Strategic Goals Linked to Strategic Objectives 17
2015 – 2020 Namibia Qualifications Authority Scorecard 19
Conclusion 33

Abbreviations

AAA	Accreditation, Assessment and Audit
HR	Human Resources
ICT	Information Communication Technology
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
NCHE	National Council for Higher Education
NDP	National Development Plan
NGO	Non-Government Organization
NQFIMS	National Qualifications Framework Information Management System
NQA	Namibia Qualifications Authority
NQF	National Qualifications Framework
NTA	Namibia Training Authority
OPM	Office of the Prime Minister
PMS	Performance Management System
QA	Quality Assurance
RPL	Recognition of Prior Learning
SWAPO	South West Africa People's Organization
SWOT	Strengths, Weaknesses, Opportunities, Threats
UN	United Nations

Introduction and Background

1.1. The Purpose of a Strategic Plan

This Strategic Plan is intended to define a long-term, future-oriented process of assessment, goal setting and strategy building that maps a commonsense approach to anticipating a future that is both desirable and achievable. Strategic planning involves the careful consideration of an organisation's capabilities and an environment that leads to priority-based resource allocation.

This purpose of this Strategic Plan is to improve the chances of reaching desirable possible outcomes – Globally reputable qualifications authority empowering people in Namibia – to create the future, not to just predict it.

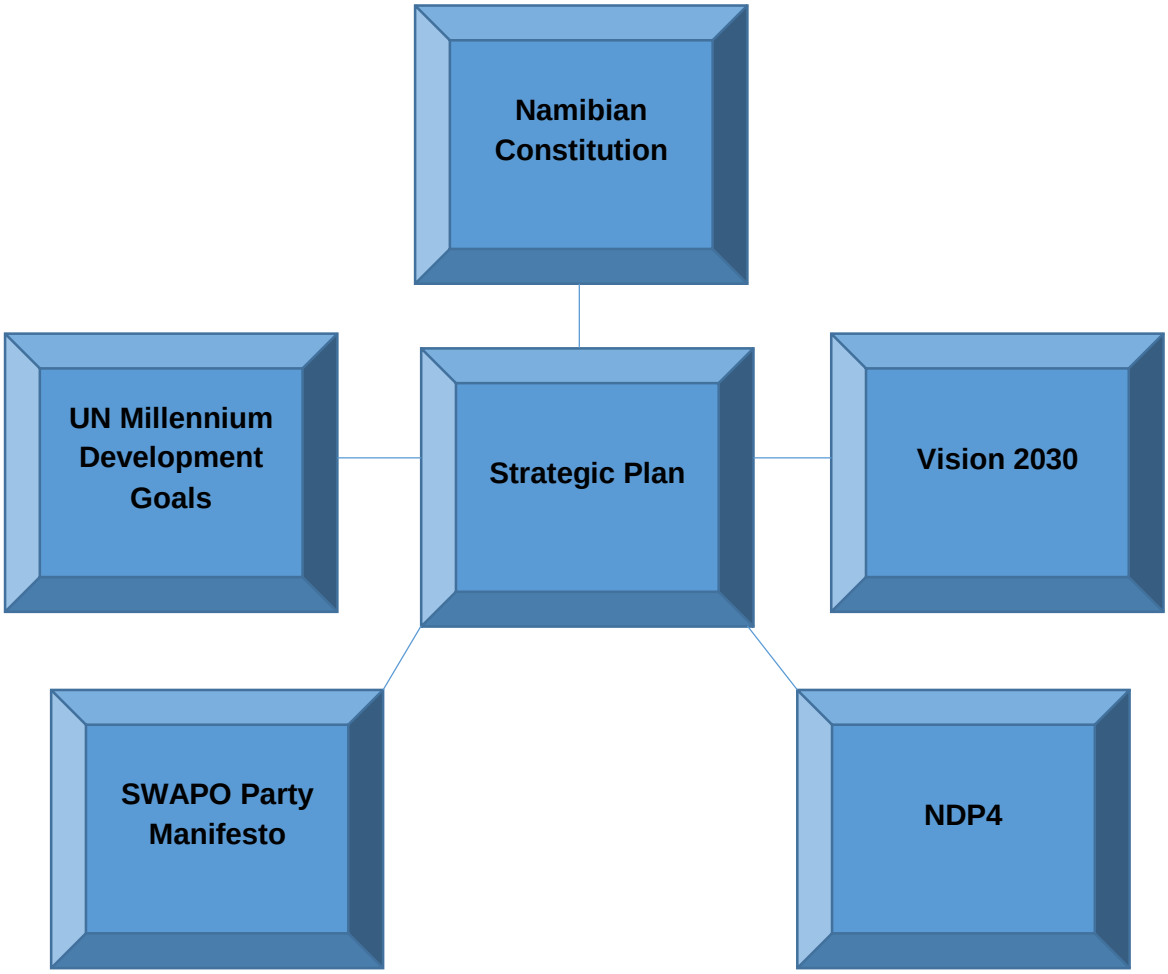
The Strategic Plan provides numerous benefits to the NQA which, among others, include a:

- Communication tool to provide clarity on set objectives organisation wide
- Link between the people, processes and resources as well as aligning the entire organisation to achieving identified goals.
- Platform to cascade organisational objectives to business units and thereafter to individuals using the scorecards.
- Platform to introduce a Performance Management System
- Roadmap to create a desired NQA
- Capability for senior management to manage results and not people, thereby introducing a results oriented culture.

1.2. The Linkage to the High Level Statements

The legal framework and guiding principles for the Namibian Government were taken into consideration. This Strategic Plan is designed and aligned to ultimately deliver on the expected outcomes of the following:

- The Namibian Constitution
- Vision 2030
- NDP 4
- The SWAPO Manifesto
- UN Millennium Development Goals


Namibian Constitution
UN Millennium Development Goals
Strategic Plan
Vision 2030
SWAPO Party Manifesto
NDP4

Stakeholder Analysis

Stakeholder	Stakeholder Wants and Needs	NQA Wants and Needs	Stakeholder Risks	NQA Risks	Mitigating Actions
Ministry of Higher Education, Training and Innovation and State Owned Enterprise Council	• Service to the public • Implement policies • Contribute to national growth • Financial efficiency • Fulfill mandate • Quality qualifications • Infrastructure to monitor training and qualifications	• Financial security • Objectivity • Clarity of direction • Autonomy • Support and advocacy • Implement a law against fly-by-night institutions	• Changing priorities • Non-performance • Negative exposure • Lack of credibility • Invalid accreditation	• Interference • Political pressures • Conflicting agreements • Wind-up of NQA • Insufficient finances • Conflicting laws • Unexpected requests/instructions • Accreditation is not compulsory	• Performance agreements • Communication • Leadership politically acute • Various forums • NQA Act Amendment
Training Providers	• Credibility and affordability of accreditation • Recognition • Support and access • Fairness and consistency • Clarity of requirements • Speedy service • Marketing of programmes to stakeholders • Engage experts to evaluate	• Compliance • Participation • Performance • Relevance of needs of the nation • Honesty • Articulation • Accountability	• Lack of fairness • Slow service • No service • Lack of feedback • Awareness of the need to become accredited.	• Poor performance • Abuse of learners • Non-compliance • “Lip service”	• Information • Contact • Efficiency • Everyone doing right things right • Implementation of strategic plan

Stakeholder	Stakeholder Wants and Needs	NQA Wants and Needs	Stakeholder Risks	NQA Risks	Mitigating Actions
Learners/Care givers/Trainers/ Lecturers/Teachers	• Service • Recognition of qualifications and experience • Information on providers • Access • Trust and Security • Database	• Contact • Feedback and information • Honesty • Sound choices • Authority body recognition	• Waste their dollars • Hold up their actions e.g. enrollment • Usurp their roles • Slow service • Distant from remote areas	• Reactionary • Dishonesty/forgery • Outdated unit standards	• Communication • Information • Performance • Support • Availability • Technology • Affective communication
Professional Bodies	• Authenticity of qualification documents • Information on status of qualification • Transparency • Knowledge of service providers • Compliance • Marketing	• Participation and involvement • Standards • Engagement with providers • Endorsement of qualifications	• Authenticity of qualification documents • Information on status of qualification	• Ignore NQA & NQF • Don't participate	• Engagement • Information • Motivate legislation to make compulsory.
Industry Bodies	• Registration of qualifications and standards • Information on providers • Information on qualifications • Support and guidance • Outreach	• Registration of qualifications and standards • Participation • Recognition and credibility.	• Inefficient services • Slow service • Inconsistent service • Withdrawal of accreditation status	• Don't participate • Loss of credibility/reputation.	• Engagement • Information • Technical assistance • Elaborate on support • Clear communication channels • Continues capacity building

Stakeholder	Stakeholder Wants and Needs	NQA Wants and Needs	Stakeholder Risks	NQA Risks	Mitigating Actions
External employers and HR practitioners	• Assurance of qualification credibility • Assurance of holders of qualification have met standards • List of credible institutions and learning pathways • Alignment with old qualifications with NQF	• Use of the NQF systems • Their understanding of NQF systems • Acceptance of change in qualification systems and outcome based	• Frustration with "complexity" of NQF systems. • Perceived isolation from and NQF • Inconsistency • Lack of capacity • Accreditation	• Implicated in Company HR processes, competencies and specifications • NQF becomes "white elephant" • Lack of capacity	• Information sharing • Engagement • Provide case studies • Provide additional resources • Segmentation of focus
Employees and Public	• Recognition • RPL • Access to evaluation of qualifications • Service Information on institutions and pathways	• Obtain NQF awards • Trust in decisions	• Frustration at lack of options • Frustration with complexity of NQF systems • Study and spend but do not recognized	• Volume leads to unmet expectations • Source of negative publicity	• Availability of credible training and assessment system • Information
Unions	• Good deal for members.	• Support/advocacy • Involvement	• Frustration at lack of options • Frustration with complexity of NQF systems • Study and spend resources but do not recognized	• Volume leads to unmet expectations • Source of negative publicity • Lobby against	• Information • Engagement

Stakeholder	Stakeholder Wants and Needs	NQA Wants and Needs	Stakeholder Risks	NQA Risks	Mitigating Actions
Critical Statutory Bodies/SoEs	• Clear demarcation of responsibilities • Communication • Technical assistance • Lack of client frustration • Service	• Clear demarcation of responsibilities • Communication • Technical assistance • Lack of client frustration • Service	• Duplication • Competition for resources	• Duplication • Competition for resources • Downsize • Loss of expertise	• Communication • Networking • MoU's/Agreements
Suppliers	• Credibility/transparency • Timely payments • Fairness	• Quality • Transparency • Aftersales Service	• Non-payment	• Non-performance • Cost increase • Non-availability of stock	• Clear procurement policies and implementation • Budgeting
Lobby Groups and NGO's	• Representation • To be heard • Interest to be served	• Cooperation • Support • Useful inputs • Qualifications development	• Conflicting interests	• Conflicting interests • Credibility for our evaluations	• Communication
International Partners	• Cooperation • Collaboration • Consultation • Agreed standards • Contributions	• Benchmarking • Capacity building • Recognition	• Culture • Credibility • Damage to reputation	• Damage to reputation • Prescribing	• Clear MoU • Communication
Media	• Up to date Information • Correct and Factual Information	• Positive exposure • Support • Dissemination of relevant information • Improve the newspaper, etc	• Communication breakdown • Blacklisting	• Negative coverage • Inadequate coverage	• Media relations management

Stakeholder	Stakeholder Wants and Needs	NQA Wants and Needs	Stakeholder Risks	NQA Risks	Mitigating Actions
People in Non formal Education Sector	• Inclusion • RPL • Services	• Cooperation • Participation • Use of NQF	• Exposure to educational authority • Exclusions	• Exclusions	• Relationship building • Marketing
SADC and Continental and Global Quality Assurance Qualifications	• Cooperation • Information sharing • Support • Capacity building • Benchmarking	• Recognition • Mobility (qualifications) • Benchmarking	• Reputation	• Reputation	• MoU's are in place • Relationship management • Cost recovery
Politicians	• Benefits for their constituents	• Support - political	• Perception of Interference	• Practice • Favoritism • Pressure	• Communication • Consultations

SWOT Analysis

STRENGTHS	**WEAKNESSES**
• Good stakeholder relations • Well organized and professional staff • Well recognized • Legislation in force enables autonomy • Conducive working environment • NQF at an advanced stage • Working systems in place • Professionalism • Infrastructure • Existence of guiding legal framework • Dynamic and committed staff • Good budget and support from line Ministry.	• Lack of ICT • Insufficient human resources • Lack of enforcement power • Lack of capacity • Limited accessibility of services • Unknown to public • Staff turnover • Information security • Statutory limitation • Too large Council • Lack of advocacy • Lack of subject matter experts
OPPORTUNITIES	**THREATS**
• Decentralization of services through ICT • Capitalize on making more prominent • Review of Legislation • Government support • Marketing/show casing achievements • International affiliations • Partnerships • Political support • Employer of choice • Existence of international sister organizations.	• Loss of trust • Political interference • Lack of funding • Overlapping functions of quality assurance bodies • Qualifications fraud • Absolute financial independency

Key Strategic Issues

Strategic Issues	By this we
Partnership	• Enhance relationship through MoU's benchmarking with other quality assurance institutions. • Engage key stakeholders (customers) • Provide and get feedback from partners including government (in respect of funding and policies support) • Showcase positives (with stakeholders)
Qualifications Integrity	• Security features on qualifications • Awareness campaigns • Registration of qualifications on NQFIMS • Registration of awards on the NQFIMS • Development of standards for qualifications. • Review and update of the policy on evaluations.
Legislation	• Establish a committee to review the existing Act and regulations. • NQA, NTA and NCHE to jointly look at the overlapping functions in their respective Acts. • Make provision in the Act for the criminalization of the production of forged documents.
Information Communication Technology	• Communication and marketing • Updated website • Online services • Automation of business processes • Data security • Accessibility of services
Human Resources	• Skills audit • Training and development of staff • Organizational development (capacity building, team building, PMS, delegation framework) • Employer of choice • HR policies / procedures review/development • Change management • Blue print structures

High Level Statements

The Mandate

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

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

Vision

Globally reputable qualifications authority empowering people in Namibia.

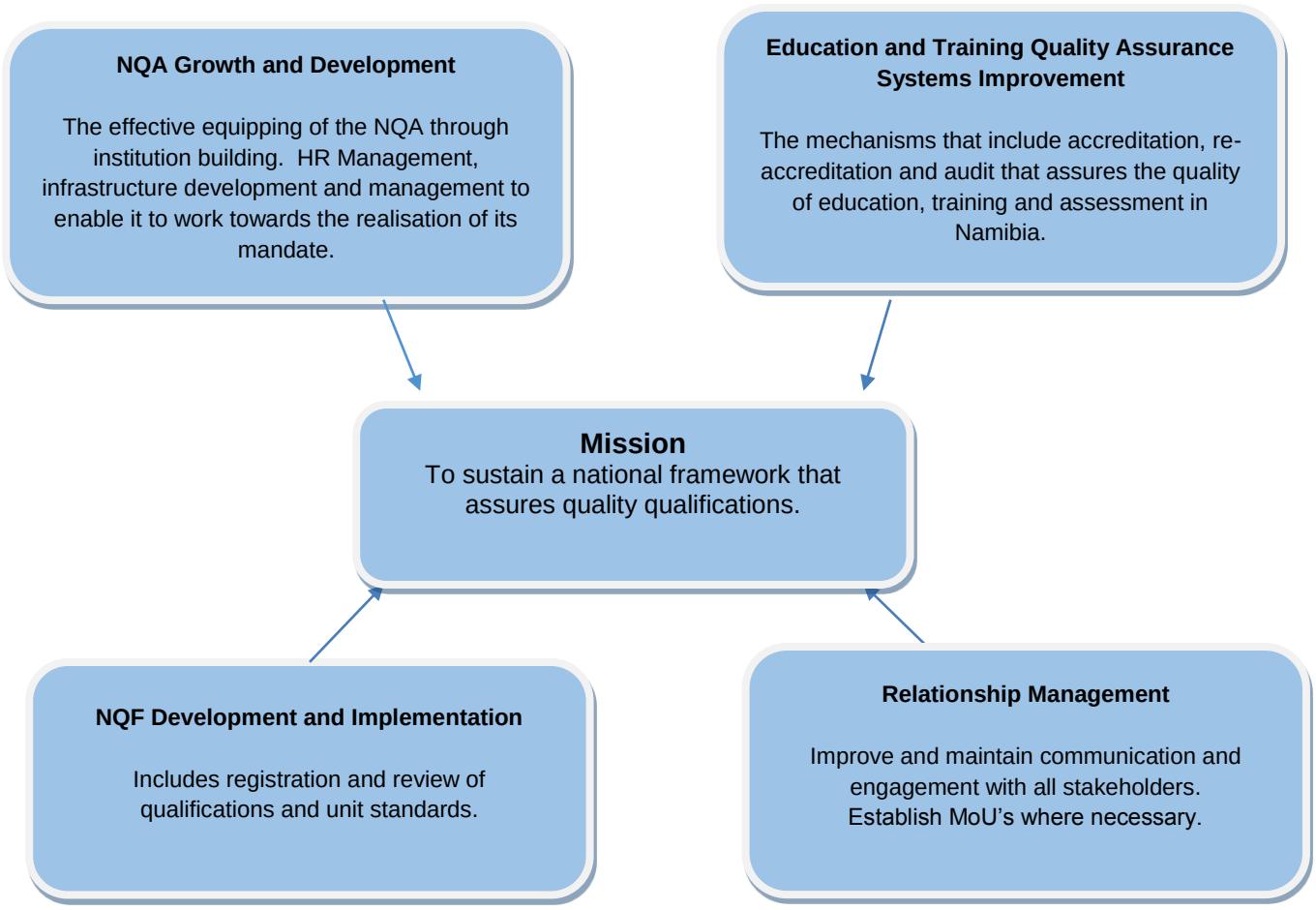
Mission

To sustain a national framework that assures credible qualifications.

The Core Values

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

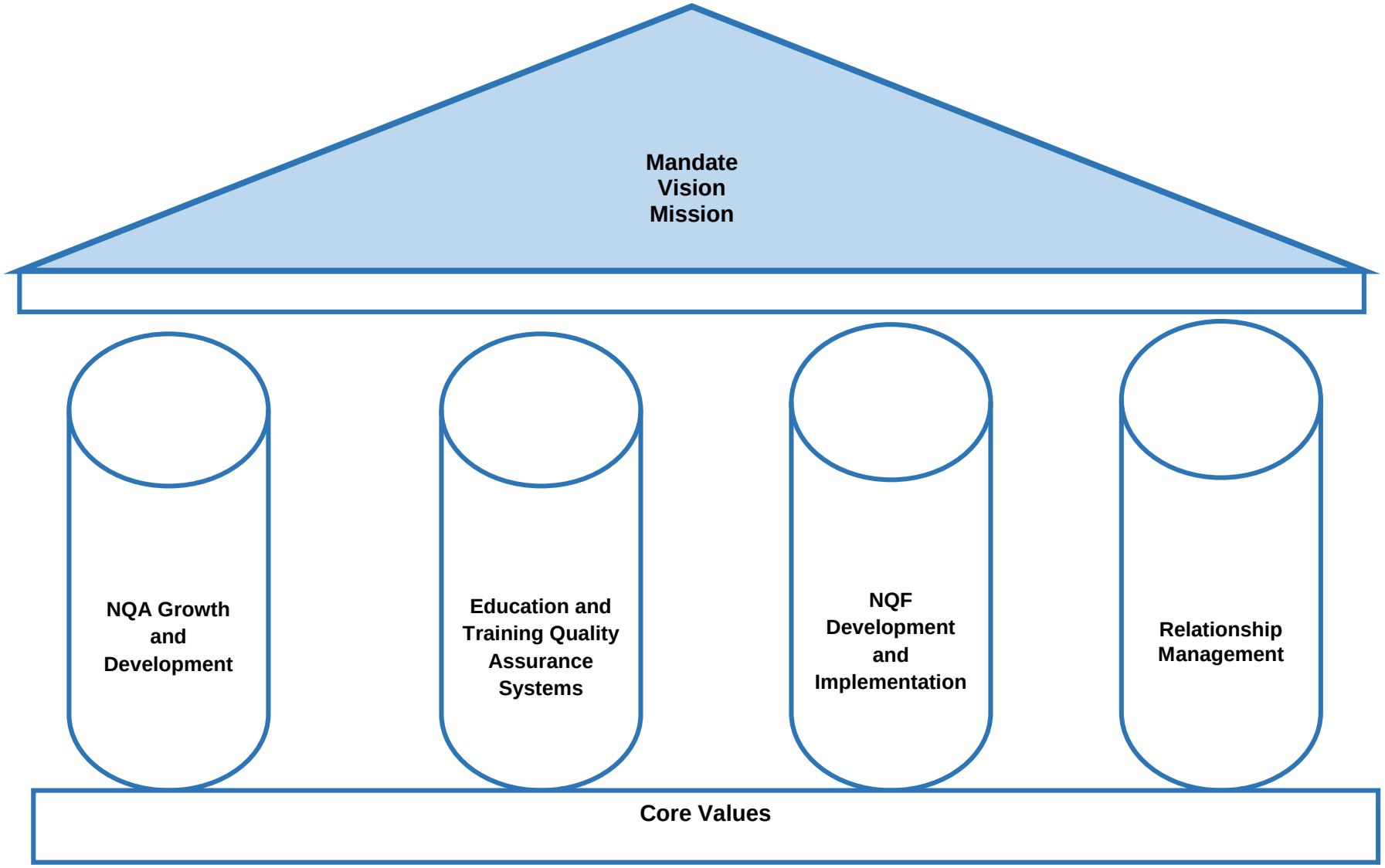
Strategic Goals and Mission



Vision and Strategic Goals Linked to Strategic Objectives

Globally Reputable Qualifications Authority
Empowering People in Namibia

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


Mandate
Vision
Mission
NQA Growth and Development
Education and Training Quality Assurance Systems
NQF Development and Implementation
Relationship Management
Core Values

2015 – 2020 Namibia Qualifications Authority Scorecard

Strategic Goal	Strategic Objectives	Key Performance Indicator (KPI)	Alarm (Baseline)	FY16	FY17	FY18	FY19	FY20	Initiatives / Action Program	Resources Estimates
NQA Growth and Development	Review and Align the Organisational Structure to NQA Strategy	Organisational Structure Reviewed, Aligned and Implemented	Existing NQA Structure	Organisational Structure Reviewed and Approved	Job Descriptions, Grading and Remuneration Implemented				• Review and Ensure Organisational Structure Approved by Council • Compile Job Descriptions • Review Job Grades and Remuneration • Establish Good Corporate Governance Systems • Revise/Compile Budget	
	Revenue Growth	% of Income Generated by Approved Systems of Fees and Charges	3%	5%	10%	25%	25%	27%	• Review and Implement Accreditation, Evaluation and Verification Fees • Rental Income • Accrued Interests • Explore Alternative Funding • Internal Efficiency Gains	
	Employee Engagement, Training and Development	Skilled, Engaged and Competent Workforce	PM, T&D Policies in place	PMS Roll-out Implemented: Remuneration Policy, Training & Development Policy, and	Skills Audit Report Staff Training & Development Strategy	Implementation of Staff Training & Development Strategy	Implementation of Staff Training & Development Strategy	Implementation of Staff Training & Development Strategy	• Roll-out Performance Management System • Develop and Review Policies and Manuals	

				Recognition Reward Policy					• Conduct Skills Audit • Define NQA Leadership/Management Ethos • Improve Internal Communication	
		% Staff Satisfaction Level	Staff Engagement Forum established Communication Policy in place Planned and Budgeted Team-building Interventions		65%	75%	80%	85%	• Establish Staff Engagement Forums • Continually Engage Labour Unions • Participate in Deloitte Best Company to Work For Survey	
	Effective and Efficient Business Processes	Reviewed, Aligned and Improved Business Processes	NQF IMS approved EQ Automation on-going	ICT Strategy Roll-out	Automation of Accreditation, Evaluation, NQF Registration, Procurement, HR & Finance Systems EDRMS in place Risk Management Plan	ISO900 (Quality Assurance) Certification		NQA External Quality Assurance Accreditation	• Develop and Implement ICT Strategy • Identify the Business Process to be Re-engineered • Seek Training and Technical Assistance in BPR • Map Business Processes • Develop Business Processes Manuals	

									• Assess Processes and Apply for ISO900 (Quality Assurance Certification) • Conduct Risk & Compliance Audits	
		Number of Working Days Taken to Accredit Education/Training Provider	180	120	90	90	90	90	• Improve Turnaround Times in Service Delivery	
		Number of Working Days Taken to Evaluate Qualifications	30	25	20	15	10	10		
		Number of Working Days Taken for NQF Registration	180	120	90	90	90	90		
		Number of Working Days Taken to Pay Service Providers	30	20	10	10	10	10		
		Number of Working Days Taken to Complete Recruitment/HR Sourcing Process	120	90 Working Days including Notice Period	90 Working Days including Notice Period	60 Working Days including Notice Period	60 Working Days including Notice Period	60 Working Days including Notice Period		
	Corporate Reporting Publications	Published and On-Time Corporate Reports	Corporate Reports for 2013/2014 produced and	• 2014/2015 Annual Report • 2014/2015 Audited	• 2015/2016 Annual Report • 2015/2016 Audited	• 2016/2017 Annual Report • 2016/2017 Audited	• 2017/2018 Annual Report • 2017/20	• 2018/2019 Annual Report • 2018/2019 Audited	• Produce Annual Reports • Produce Audited	

			published	Financial Reports • 2014/2015 Accountability Reports as per NPC/GRN • 2016/2017 Annual Business Plan & Budget	Financial Reports • Accountability Reports • 2017/2018 Annual Business Plan & Budget	Financial Reports • Accountability Reports • 2018/2019 Annual Business Plan & Budget	18 Audited Financial Reports • Accountability Reports • 2019/2020 Annual Business Plan & Budget	Financial Reports • Accountability Reports • 2020/2021 Annual Business Plan & Budget • Strategic Plan 2021-2025	Financial Reports • Produce Accountability Reports • Produce and Submit Annual Business Plan & Budget to Line Ministry • Produce 2021-2025 Strategic Plan and Ensure NQA Council Approval	
	Law Reform and Regulations	Work done towards Enactment of Amended NQA Act and Implementation of Reviewed Regulations	Act Amendments Permission granted	Amended and Gazetted NQA Act Reviewed, Approved and Implemented Accreditation Regulations Reviewed, Approved and Implemented NQF and Evaluation Regulations	Implementation of the new NQA Mandate				• Engage Stakeholders • Ensure Role Classification (NTA, NCHE, NQA) • Review and Ensure Approval of Accreditation, NQF and Evaluation Regulations • Review and Submit Act Amendments to Line Ministry • Ensure Enactment by Cabinet and Gazetting • Communicate and Enforce Regulations	

	Capital Projects	% work completed towards NQA House Phase 2	N$ 20 Million secured	40%	90%	NQA House Phase 2 completed			• Feasibility Study • Budgeting • Project Documentation and Tendering • Construction	
	Enhance Research and Development Activities	Number of Published Research Reports	0	2	TBD	TBD	TBD	TBD	• Conduct Baseline Surveys to Identify Action Areas e.g. Articulation, RPL • Benchmark with Other Relevant Quality Assurance Bodies • Strengthen Research Skills of NQA Staff • Strengthen Partnership with Relevant Stakeholders in R&D • Publish Research Reports/Papers	

Strategic Goal	Strategic Objective	Key Performance Indicator (KPI)	Alarm (Baseline)	FY16	FY17	FY18	FY19	FY20	Initiatives / Action Program	Resources Estimates
Education and Training Quality Assurance Systems	Accredit and Re-Accredit the Training/Education Providers and Programmes	Number of Applications Approved to Council for Accreditation, Re-accreditation and Expansion	12	15	17	25	25	27	• Provide Guidance and Support to Applicants • Document Review in Preparation for Audits/Site Visits. • Conduct Site Visits/Audits • Prepare and Present Report for NQA Council Consideration	
	Ensure Training/Education Providers Compliance to Accreditation Standards	Number of Compliance Audit Reports Compiled and Presented to Council.	0	12	15	16	19	22	• Plan and Conduct General Compliance Monitoring Outside the Normal Scheduled Audits • Compile and Present Monitoring Reports to Council • Analyse Provider's Annual Reports and Compile Reports to Council • Investigate and Prepare Complaints Reports	
	Promote Quality	Number of	1	2	3	2	3	2	• Attend Quality	

	and Understanding of the Role of Quality Assurance.	Quality Assurance Platforms Created							Assurance Forums • Benchmark With Other Quality Assurance Bodies (inside and outside Namibia) • Training Workshops for SME's • Hold Quality Assurance Forums for Public and Private and Professional Bodies	
	Ensure Implementation of the RPL Policy	RPL Policy Implemented	RPL Policy in Place	Launch of the RPL Policy	Monitor Implementation	Monitor Implementation	Monitor Implementation	Monitor Implementation	• Launch of the RPL Policy • Host Information Sessions with Providers on the RPL Policy Implementation • Produce Reports on RPL Policy Implementation	

Strategic Goal	Strategic Objectives	Key Performance Indicator (KPI)	Alarm (Baseline)	FY16	FY17	FY18	FY19	FY20	Initiatives / Action Program	Resources Estimates
NQF Development and Implementation	Register/Review Qualifications and Units Standards on the NQF	Number of Qualifications Approved by Council for Registration/Re-registration on the NQF	187	260	240	240	225	210	• Awareness of NQF Registration Criteria • Provide Guidance and Support to Applicants on NQF Registration • Re-engineering of the Registration Process	
		Number of Unit Standards Approved by Council for Registrations/Re-registration on the NQF	190	620	420	380	270	240		
	Evaluate Qualifications and Ensure Integrity	Number of Evaluations Completed Per Annum	7185	8000	9000	10000	9000	8000	• Benchmark with Other Qualifications Authorities • Issue Evaluations using New Certificate with Security Features • Develop and Implement Fraud Detection Policy • Conduct National Fraud Awareness Campaign • Implement 2017 Project (Non-Evaluation of	

									Registered National Qualifications)	
	Facilitate Articulation of Educational Programmes and Qualifications	Implemented National Articulation Policy	NQA Mandate Function	Qualifications and Credit Transfer Arrangements Forum Established National Articulation Policy Approved	Monitoring of National Articulation Policy Implementation and Reports	Monitoring of National Articulation Policy Implementation and Reports	Monitoring of National Articulation Policy Implementation and Reports	Monitoring of National Articulation Policy Implementation and Reports	• Engage Stakeholders • Research and Benchmark • Compile Recommendations to Ministry of Higher Education, Training and Innovation via Council • Conduct Policy Awareness Sessions • Monitor Policy implementation and Produce Reports	
	Ensure Setting of Professional Standards for Occupations and Programmes.	Number of Professional Standards endorsed by Council	1	1	1	2	3	2	• Provide Technical Assistance • Engage Professional Bodies • Ratify Professional Standards	
	Develop, Implement and Maintain NQFIMS	Developed and Functional NQFIMS	Project Procurement Approved by Council	NQFIMS Specifications Defined and Approved	Installed and Functional NQFIMS	75% Information on Registered Qualifications, Accredited Institutions Programmes and Learner Achievements Captured onto the System	100% Updated Information on NQFIMS	Provision of Statistical Data for National Macro Planning	• Solicit Learner Records/ Information from Education/Training Providers and Other Relevant Stakeholders • Procure NQFIMS • Develop	

									NQFIMS Policy • Ensure Staff Training • Develop Stakeholders Communication Strategy • Migrate/Capture Information onto the System	

Strategic Goal	Strategic Objectives	Key Performance Indicator (KPI)	Alarm (Baseline)	FY16	FY17	FY18	FY19	FY20	Initiatives / Action Program	Resources Estimates
Relationship Management	Build Positive Image/Perception of the NQA with Stakeholders	% of Stakeholders Satisfaction Level	Survey commenced	Perception Survey Report	60%	70%	75%	80%	• Conduct Perception Survey • Develop Stakeholder Management Strategy • Develop and Implement Marketing/ Communication Plan • Identify and Train NQF Ambassadors in Regions and Sectors (decentralize the NQF to Regions) • Conduct NQF Impact Assessment	
	Build Positive Working Relations with National and International Bodies	Leveraged Relationships with Key National/International Partners	Partnerships forged	MoA in the Area of Verification	TBD	TBD	TBD	TBD	• Identify Areas of Mutual Cooperation • Engage Partners & Sign MoA/MoU • Participate in Conferences/Forums Relevant to Education/Training Sector	
	Improve Customer Service	% of Customer Satisfaction Level	Survey Service Provider appointed	Customer Satisfaction Survey Report	60%	70%	75%	80%	• Conduct Research to Determine Baseline on Customer Service • Implement Customer Feedback Mechanisms • Produce Customer Survey Reports to identify Points of Pain • Implement Service delivery Channels and Technologies that Respond to the Needs	

									of Customers • Produce and Workshop Customer Service Charter	
	Establish Study and Career Advisory Services as a Guiding Tool in the Advancement of Lifelong Learning	Established and Functional Study and Career Advisory Services Centre	Budget Allocation approved (N$ 200 000.00)	Study and Career Advisory Services Policy	Established and Fully Functional Study and Career Advisory Services Centre				• Benchmark with other Qualification Authorities on Services • Develop the Study and Career Advisory Services Policy • Establish and Resource the Centre • Conduct Public Awareness Campaign	

Conclusion

We have worked long and hard on the path that NQA should follow in the next five years. We believe in our vision, mission and values. We will create a culture of achievement in NQA hence our deliberately deciding on strategies, strategy map, score card and initiatives we intend to focus on from 2015 – 2020. With the involvement, of all stakeholders we will lift NQA to a higher standard of performance and this strategic plan is an expression of our commitment and dedication to NQA's success.