

**STRATEGIC PLANNING AND BUDGETING IN THE MINING
QUALIFICATIONS AUTHORITY (MQA)**

by

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DECLARATION

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I declare that **STRATEGIC PLANNING AND BUDGETING IN THE MINING QUALIFICATIONS AUTHORITY (MQA)** is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

SIGNATURE

(MR DJ BARCLAY)

DATE

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LIST OF ABBREVIATIONS

ABET	Adult Basic Education and Training
ANC	African National Congress
AO	Accounting officer
AA	Accounting authority
ASGI-SA	Accelerated Shared Growth Initiative of South Africa
BEE	Black economic empowerment
CBO	Community based organisation
CEO	Chief executive officer
DME	Department of Minerals and Energy
DoL	Department of Labour
ENE	Estimates of national expenditure
ETDP	Education, training and development practitioners
ETQA	Education, training and quality assurance
EXCO	Executive committee
FET	Further Education and Training
GDP	Graduate Development Programme
GEAR	Growth Employment and Redistribution
HDSA	Historically disadvantaged South African
HRP	Human resources planning
IDWG	Inter-departmental working group
ISO	International Standards Organisation
ISOE	Institute of Sectoral and Occupational Excellence
JIPSA	Joint Initiative on Priority Skills Acquisition
MHSA	Mine Health and Safety Act 29 of 1996
MMS	Mining and minerals sector
MOU	Memorandum of understanding
MPRDA	Minerals and Petroleum Resources Development Act 28 of 2002
MTEF	Medium term expenditure framework
MQA	Mining Qualifications Authority
NBI	National Business Initiative

NGO	Non-governmental organisation
NLRD	National Learner Record Database
NQF	National Qualifications Framework
NSDS	National Skills Development Strategy
NSF	National Skills Fund
NUM	National Union of Mineworkers
PDA	Personal digital assistant
PFMA	Public Finance Management Act 1 of 1999
PPBS	Planning Programme Budgeting System
PRC	Presidential Review Commission
RDP	Reconstruction and Development Programme
RPL	Recognition of prior learning
SARS	South African Revenue Services
SAQA	South African Qualifications Authority
SCOPA	Select Committee on Public Accounts
SDA	Skills Development Act 97 of 1998
SDLA	Skills Development Levies Act 9 of 1999
SEDA	Small Enterprise Development Agency
SETA	Sector and Education and Training Authority
SLA	Service level agreement
SMME	Small, medium and micro enterprises
SSP	Sector Skills Plan
TRG	Technical reference groups
UNISA	University of South Africa
WSP/ATR	Workplace Skills Plan/Annual Training Report
ZBB	Zero-based budgeting

ABSTRACT

Following extensive research into mine health and safety fatalities by the Leon Commission in 1996, the Mining Qualifications Authority (MQA) was established as an organ of state. The study focuses on the relationship between strategic planning and budgeting and how well these concepts are implemented within the MQA.

The study found that there is definite alignment between the budgeting and strategic planning processes of the MQA. The strategic planning process in the MQA is well-formulated through an annual strategic planning session.

The strategy identified is that Board and Committee members with no financial management experience should attend the training course specifically developed by the University of South Africa (Unisa), namely “Roles of a board in the management of public entities” and the MQA should play a more central role in health and safety through the development of health and safety programmes aimed at reducing fatalities.

KEY TERMS

Strategic Planning, Budgeting, Strategic Management, Operational Plan, Alignment, Board, Executive Authority, Financial Management, Stakeholders, Mining and Minerals Sector.

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