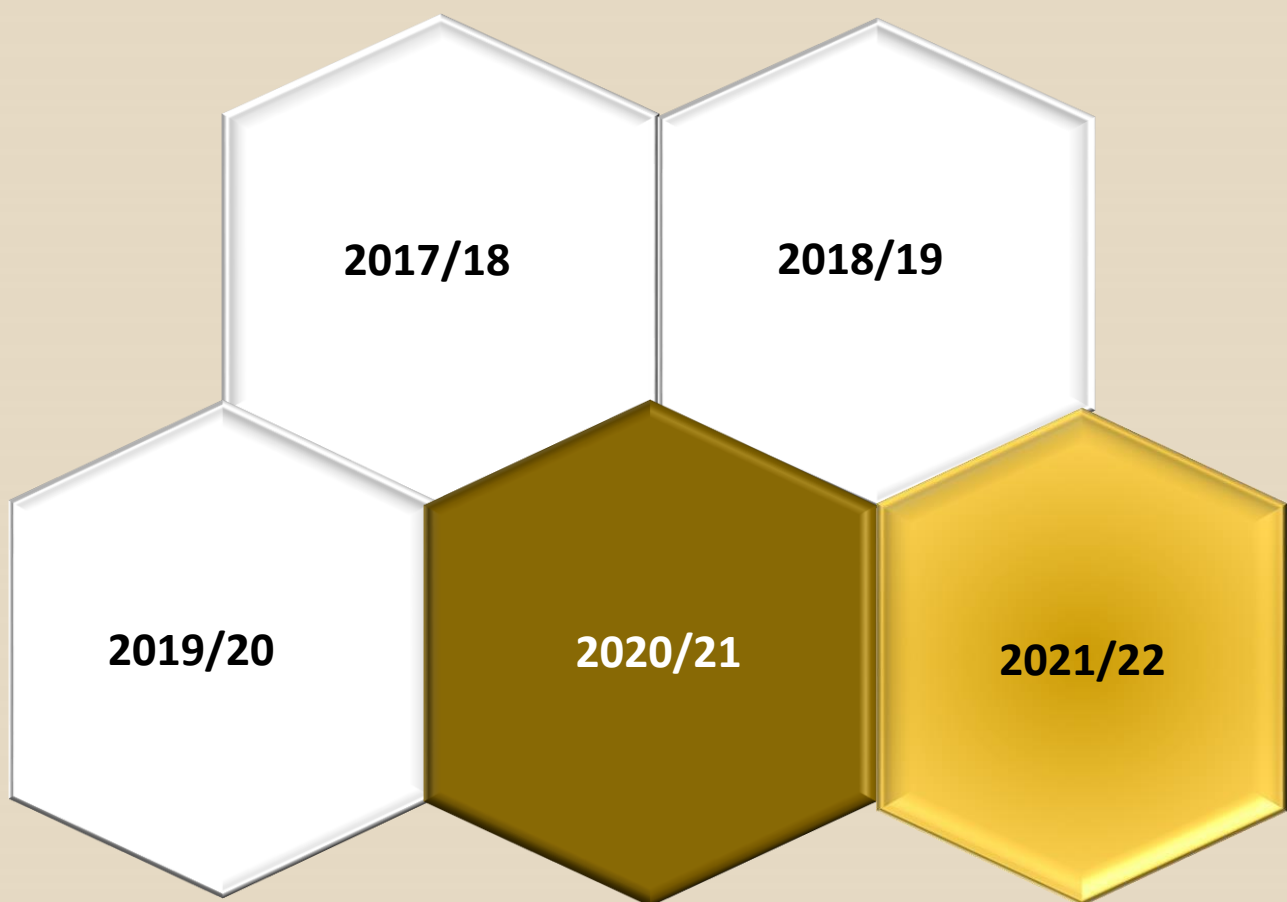




## NATIONAL COUNCIL FOR HIGHER EDUCATION



# Annual Plan 2020/21

July 2020

The electronic version of this report is available on the NCHE website at [www.nche.org.na](http://www.nche.org.na) under publications.

**Contact us:**

National Council for Higher Education Secretariat

Tel: +264 61 307012

Fax: +264 61 307016

Email: [info@nche.org.na](mailto:info@nche.org.na)

**Postal Address:**

PO Box 90890

Klein Windhoek

**Namibia**

**Physical Address:**

Erf 6445 & 6446

C/o Hoogenhout Street and Haddy Street

**Windhoek-West**



## **Our Logo embodies the following:**

- The 'hut' symbolises a pyramid of which the 'sticks' represent the different academic streams which lead to excellence,
- The different academic streams join and guarantee 'shelter' for the nation,
- The 'hut' also symbolises unity through binding the different academic streams together,
- This unified effort emphasizes coordination among our higher education institutions.

**Visit us at:**

**[www.nche.org.na](http://www.nche.org.na)**

## CONTENTS

Contents.....	4
Preface .....	5
High Level Statements .....	6
List of Abbreviations/ Acronyms.....	7
Governance.....	8
Functions.....	8
Council.....	8
Organogram of NCHE Secretariat .....	10
Monitoring and Review of Annual Plan .....	11
Annual Plan Matrix 2020/2021 .....	12
NCHE 2020/21 BUDGET SUMMARISED .....	21
Definition of Key Terms .....	22

## **PREFACE**

The implementation of the 2020/2021 annual plan of the NCHE secretariat coincides with the unprecedented challenge presented by the Corona Virus (COVID-19). COVID-19 phenomenon presents all of us an opportunity to reflect on how we conduct our business. An obvious lesson from the COVID-19 challenge is that success in our endeavours will be heavily depended on our ability to embrace ICT.

COVID-19 higher education mitigation strategy is one of the outputs developed to assist the higher education sector to cope amid the COVID-19 challenge.

Inevitably, some of the activities that were to be implemented within the current financial year such as the employer survey, have to be moved to later dates. Conversely, the “new normal” provides an opportunity to accelerate the use of ICT in many of our projects. Increased use of ICT has the potential to reduce the turnaround time for the services we deliver.

The NCHE 2020/21 implementation plan was endorsed by the audit and finance committee and approved by the 4th Council at its 10th Ordinary meeting on 01 July 2020 [Resolution 4th Council/068 of 01/07/2020].

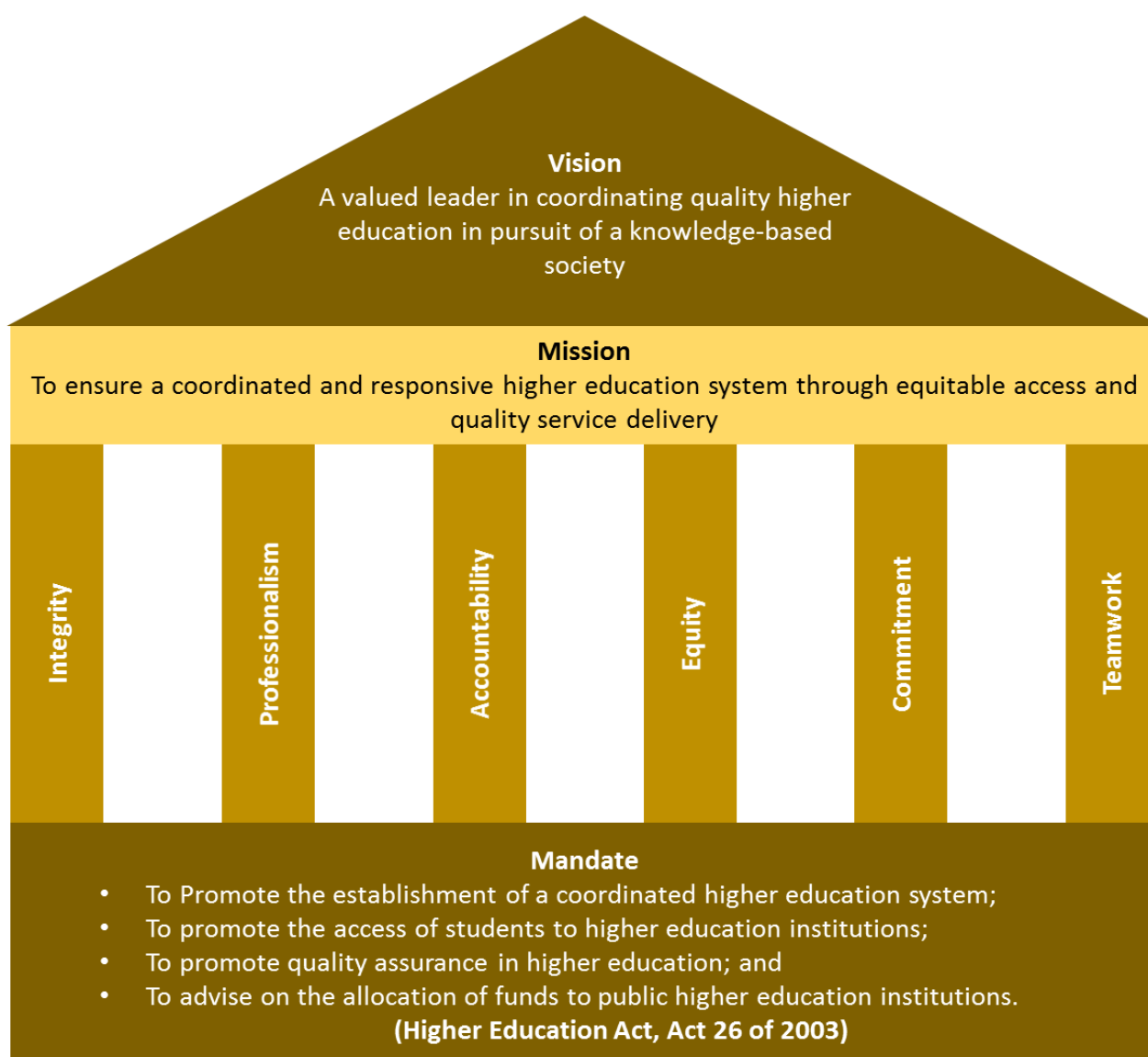
The NCHE Secretariat remains hopeful that with the usual support of our line ministry and our stakeholders we shall achieve all our targets as set out in the annual plan.

  
HANNU SHIPENA

**EXECUTIVE DIRECTOR**

## HIGH LEVEL STATEMENTS

The high-level statements of NCHE refer to its mission, vision, and core values. These statements were formulated based on its mandate as per the Higher Education Act, Act 26 of 2003. In addition, they are aligned to Vision 2030; NDP5; and MHETI Strategic Plan. The UN Sustainable Development Goals (SDGs), African Union Agenda 2063, SADC Protocol on Education and Training also informed the crafting of the mission and vision.



## **LIST OF ABBREVIATIONS/ ACRONYMS**

ETSIP	Education and Training Sector Improvement Programme
ICAN	Institute of Chartered Accountants of Namibia
IUM	International University of Management
HEIs	Higher Education Institutions
FF	Funding Framework
HEMIS	Higher Education Management Information System
MHETI	Ministry of Higher Education, Training and Innovation
MoF	Ministry of Finance
NAQAHEC	Namibia Quality Assurance in Higher Education Conference
NCHE	National Council for Higher Education
NHESY	National Higher Education Statistical Yearbook
NQA	Namibia Qualifications Authority
NUST	Namibia University of Science and Technology
SAQAN	Southern Africa Quality Assurance Network
UNAM	University of Namibia

## GOVERNANCE

The NCHE is a Statutory body established in terms on Section 4 of the Higher Education Act, 2003 (Act No. 26 of 2003) to advise the Minister responsible for Higher Education, on matters relating to Higher Education.

### Functions

The Councils' functions, subject to the Higher Education Act, are:

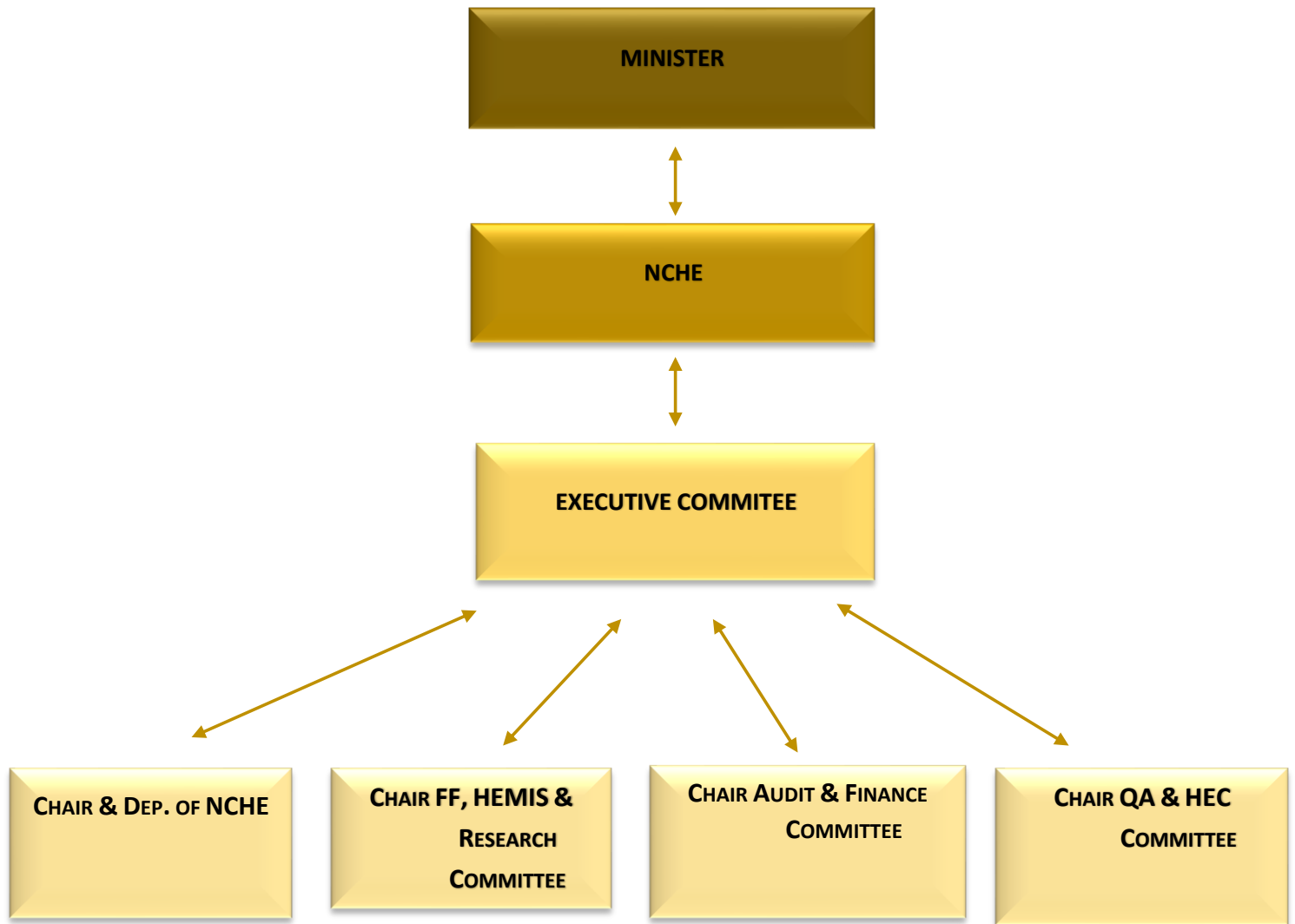
- accredit, with concurrence of the National Qualifications Authority, programmes of higher education provided at higher education institutions,
- monitor the quality assurance mechanisms of higher education institutions,
- undertake such research with regard to its objects as it may deem necessary or as the Minister may require, and
- either on its own accord or at the Minister's request, advise the Minister on all issues related to higher education.

### Council

The Council consist of 19 substantive members and 16 alternate members selected in terms of Section 7 (1) of the Higher Education Act, 2003 (Act No. 26 of 2003).

The Executive Committee consists of the Council Chairperson and Deputy Chairperson, together with the Chairpersons of the Committees. Currently the Council has three (3) Committees, i.e. Audit and Finance Committee, Quality Assurance & Higher Education Coordinating Committee and Funding Framework & HEMIS Committee.

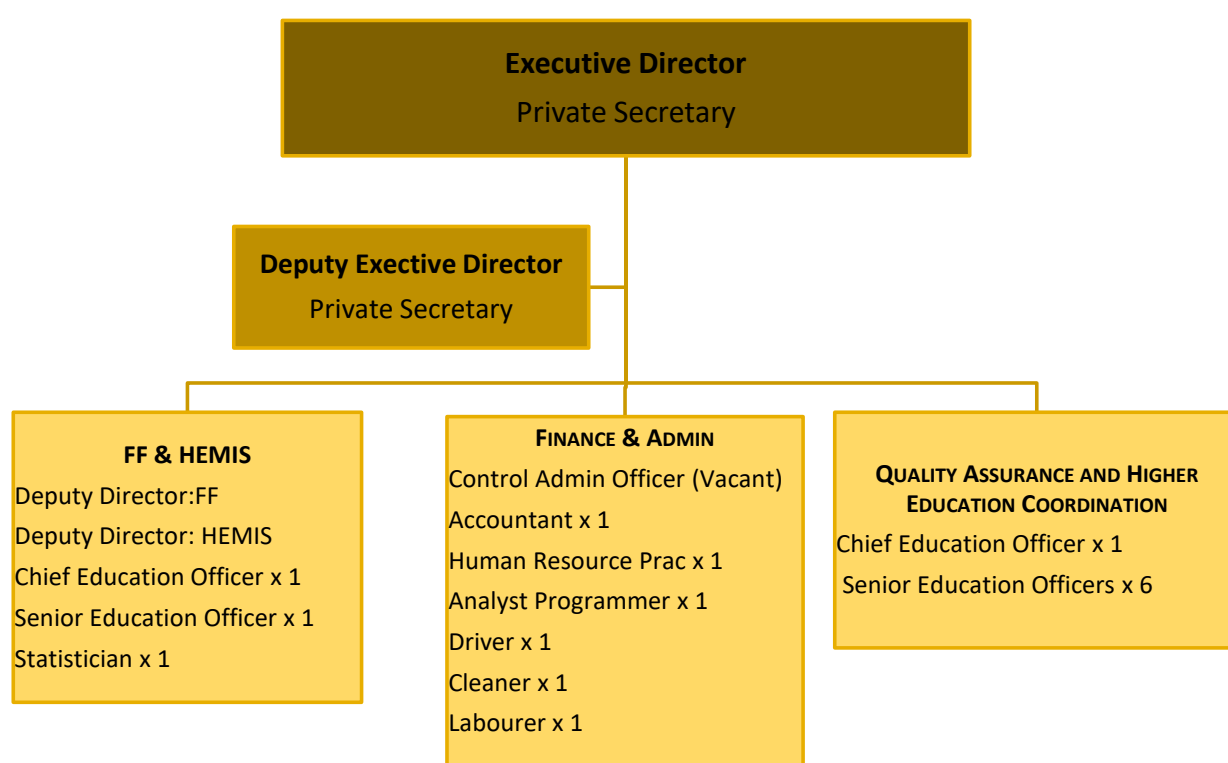




**Figure 1:** An Illustration of Interface between Layers of NCHE Governance Structures

### Organogram of NCHE Secretariat

NCHE is served by a Secretariat under the leadership of Executive Director. The Executive Director serves as the Secretariat's Accounting Officer. The Secretariat comprises of staff members of the Ministry of Higher Education Training and Innovation designated by the Permanent Secretary to perform the functions of the Secretariat. The functions of the Secretariat are to provide secretarial and administrative services and technical assistance as may be required by the NCHE or any committee of the NCHE.



**Figure 2:** Organogram of NCHE Secretariat structure

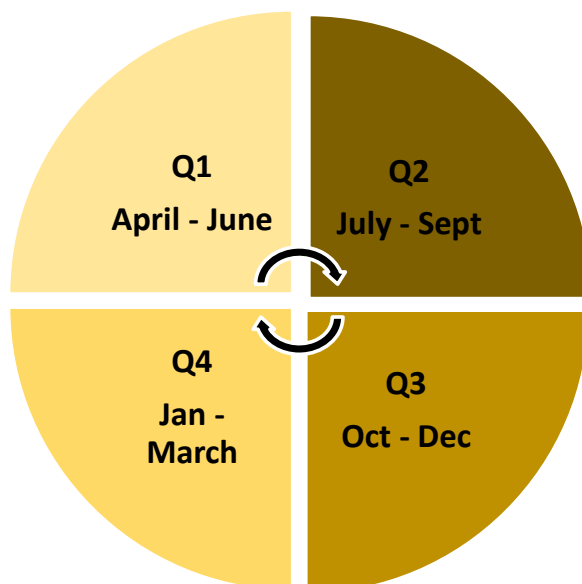
## MONITORING AND REVIEW OF ANNUAL PLAN

The monitoring and review of the implementation of the 2020/21 Annual Plan will be conducted on quarterly basis in concurrence with the Performance Management Policy of the Public Service of the Republic of Namibia. Performance management is a systematic process by which an institution involves its employees, as individuals and members of a group, in improving organisational effectiveness in the accomplishment of institutional mission and objectives.

The performance management process is used to communicate institutional goals and objectives, reinforce individual accountability for meeting those goals, and track and evaluate individual and institutional performance results. It creates an opportunity for a partnership in which management share responsibility for developing their employees in a way that enables employees to make contributions to the institution

Against the above background, respective projects are assigned to different functional units, for implementation. Within each unit, individuals have signed performance Agreements, highlighting responsibilities for specific actions, under each project. The Performance Agreements also include Personal Development Plans for training/development in specific areas of operation.

The four (4) quarters of a year for which performance reviews are conducted at individual and institutional levels are as follow:



**Figure 3:** Four Quarters of the Financial Year

## ANNUAL PLAN MATRIX 2020/2021

Strategic Objective	Project	Output	KPI	Base -line	Targets				Planned Action Steps	Budget (N\$ '000)		Responsible Unit
					Q1	Q2	Q3	Q4		Dev't	Operational	
1. Ensure a Coordinated Regulatory Framework and Compliance	Policy Reform and Development	Draft minimum standards for higher education	% of work done on the minimum standards for higher education	10%	10%	30%	75%	100%	<ul style="list-style-type: none"> <li>Conduct Research</li> <li>Facilitate national consultations on working paper</li> <li>Formulate minimum academic standards for higher education</li> </ul>		630,000	FUNDING FRAMEWORK AND HIGHER EDUCATION MANAGEMENT INFORMATION SYSTEM
		COVID-19 HE Mitigation Strategy developed	% of COVID-19 HE Mitigation Sustainable Strategy developed	5%	60%	65%	80%	100%	<ul style="list-style-type: none"> <li>Assess and advise on the needs of institutions, students and academic staff members</li> <li>Monitor acquisition and distribution of IT equipment for student</li> <li>Monitor acquisition of IT infrastructure and roll out of support from UNAM to other HEIs</li> <li>Develop HE COVID-19 Sustainable Strategy</li> </ul>		20,000	
2. Promote Evidence based Planning	Research and Feasibility Studies	HEMIS updated with 2019 student, staff, subject and facility data	% higher education institutions for which 2019 data (student, staff, subject and facility data) have been processed	0%	50%	90%	100%	-	<ul style="list-style-type: none"> <li>Collect, process, consolidate and store the 2019 data from higher education institutions</li> </ul>		10,000	

Strategic Objective	Project	Output	KPI	Base -line	Targets				Planned Action Steps	Budget (N\$ '000)		Responsible Unit
					Q1	Q2	Q3	Q4		Dev't	Operational	
		2019 Namibia Higher Education Statistical Yearbook (NHESY) published	% of the 2019 NHESY completed	0%	0%	30%	60%	100%	<ul style="list-style-type: none"> <li>• Compile, publish and disseminate 2019 NHESY</li> </ul>		48,500	
		Public Lecture conducted	% of the Public Lecture finalised	0%	0%	0%	50%	100%	<ul style="list-style-type: none"> <li>• Finalise the theme</li> <li>• Mobilise keynote speakers</li> <li>• Convene public lecture</li> <li>• Prepare report</li> </ul>		61,200	
		Data collection of 2017-2018 Cohorts Graduate Survey conducted	% of 2017-2018 Cohorts Graduate Survey finalised	0%	0%	10%	25%	100%	<ul style="list-style-type: none"> <li>• Design survey</li> <li>• Refine data collection tools</li> <li>• Collect data</li> </ul>		320,000	
3. Improve the Quality of the Higher Education System	Consolidation of the National Quality Assurance System	Three Private higher education institutions processed	% of private higher education institutions registered	46%	46%	60%	70%	100%	<ul style="list-style-type: none"> <li>• Induct Private higher education institutions on the registration processes</li> <li>• Process registration applications of private higher education institutions</li> <li>• Conduct financial assessment</li> <li>• Motivate recommendation for registration</li> </ul>		90,000	QUALITY ASSURANCE AND HIGHER EDUCATION COORDINATION
		Three Higher Education Institutions audited	% of targeted higher education institution audited	5%	5%	10%	30%	70%	<ul style="list-style-type: none"> <li>• Induct Institutions on the institutional audit procedures</li> </ul>		900,000	

Strategic Objective	Project	Output	KPI	Base -line	Targets				Planned Action Steps	Budget (N\$ '000)		Responsible Unit
					Q1	Q2	Q3	Q4		Dev't	Operational	
									<ul style="list-style-type: none"><li>Conduct institutional audit site visit</li></ul>			
		Ten Programmes reviewed for accreditation	% of targeted academic programmes reviewed	0%	0%	40%	70%	100%	<ul style="list-style-type: none"><li>Appraise Self Evaluation Reports</li><li>Oversee programme review</li><li>Process review reports for accreditation</li></ul>		1,000,000	
		Five Implementation Reports for Programmes accredited with conditions reviewed	% of implementation reports for programmes accredited with conditions reviewed	0%	10%	20%	60%	100%	<ul style="list-style-type: none"><li>Appraise Improvement Plans</li><li>Monitor progress on programme improvement</li></ul>			
		Recommendations of 1st NAQAHEC implemented	% of 1st NAQAHEC recommendations implemented	0%	5%	20%	50%	100%	<ul style="list-style-type: none"><li>Establish inter institutional quality assurance forum</li><li>Develop institutional and human capacity in quality assurance</li><li>Develop the framework for the 2nd NAQAHEC</li><li>Operationalise MoUs with professional bodies</li></ul>		160,000	
		Partnerships and cooperation strengthened	% SAQAN ExCo bi-annual meetings held	0%	50%	75%	85%	100%	<ul style="list-style-type: none"><li>Provide secretariat services to SAQAN Sustaining membership to QA bodies</li></ul>		117,000	

Strategic Objective	Project	Output	KPI	Base -line	Targets				Planned Action Steps	Budget (N\$ '000)		Responsible Unit
					Q1	Q2	Q3	Q4		Dev't	Operational	
		Funding Contracts of four Academic staff discharged	% of academic staff completing	0%	25%	75%	100%	-	<ul style="list-style-type: none"> <li>Monitor progress on study completion</li> <li>Discharge contracts</li> <li>Prepare final report</li> </ul>		0	
4. Ensure affordable access and equitable allocation of funds to public higher education	Higher education funding strategy	Automated tuition fees model operational	% of higher education institutions submitting data for operationalising the model	0%	10%	50%	70%	100%	<ul style="list-style-type: none"> <li>Upload 2020 Tuition Fee data on the model</li> </ul>		150,000	FUNDING FRAMEWORK AND HIGHER EDUCATION MANAGEMENT INFORMATION SYSTEM
		Feasibility study on standardisation tuition fees for HEIs	% of feasibility study conducted	0%	0%	10%	40%	100%	<ul style="list-style-type: none"> <li>Conduct research</li> <li>Conduct stakeholder consultation</li> <li>Produce feasibility study report</li> </ul>		150,000	
		Recommendations for Public HEIs Budget to MHETI prepared	% of Budget recommendations submitted to MHETI adopted	0%	0%	50%	75%	100%	<ul style="list-style-type: none"> <li>Estimate Global Parameters for Funding Formula</li> <li>Analyse public higher education institutions Medium Term Plan and Budgets (MTPB)</li> <li>Estimate Operational &amp; development budget subsidies</li> <li>Support the approval of higher education institutions subsidies by MHETI and MoF</li> </ul>		0	
		Research on higher education funding	% of position paper drafted	5%	5%	25%	35%	100%	<ul style="list-style-type: none"> <li>Conduct research</li> <li>Develop draft paper</li> <li>Facilitate consultation workshop</li> </ul>		200,000	

Strategic Objective	Project	Output	KPI	Base -line	Targets				Planned Action Steps	Budget (N\$ '000)		Responsible Unit
					Q1	Q2	Q3	Q4		Dev't	Operational	
5. Enhanced organisational performance	HR Management and Development	PMS Fully Implemented	% of 2020/21 overall strategy executed	0%	15%	30%	70%	100%	<ul style="list-style-type: none"> <li>• Prepare and publish 2018/19 annual report</li> <li>• Prepare &amp; publish 2019/20 annual report</li> <li>• Prepare &amp; publish 2020/21 annual plan</li> <li>• Prepare Performance Agreements for financial year 2020/21</li> <li>• Conduct Strategic Plan Mid-term Report</li> <li>• Monitor and report on quarterly performance</li> </ul>		12,000,000	FINANCE AND ADMINISTRATION
		Staff Wellness Policy implemented	% of staff wellness activities implemented	0%	0%	33%	66%	100%	<ul style="list-style-type: none"> <li>• Conduct customer care and interpersonal relations training</li> <li>• Conduct staff satisfaction survey</li> <li>• Conduct team building exercise</li> </ul>		190,000	
		Staff members capacitated	% of staff training and development activities implemented	0%	0%	30%	80%	100%	<ul style="list-style-type: none"> <li>• Compile annual staff training and development programme</li> <li>• Monitor implementation of the staff training and development programme</li> <li>• Prepare training and development report</li> </ul>		1,246,093	



Strategic Objective	Project	Output	KPI	Base -line	Targets				Planned Action Steps	Budget (N\$ '000)		Responsible Unit
					Q1	Q2	Q3	Q4		Dev't	Oper-ational	
		Good corporate governance practiced	% of performance reports to Council produced annually	0%	25%	50%	75%	100%	<ul style="list-style-type: none"><li>• Convene Council quarterly meetings</li><li>• Oversee the implementation of the Council Resolutions</li><li>• Prepare 4th Council Exit Report</li><li>• Facilitate internship opportunities for deserving students</li><li>• Induct new Council Members</li><li>• Facilitate conclusion of governance performance agreements (PAs)</li></ul>		985,000	
	Information Communicati on Technology (ICT) Infrastructure	NCHE publicised and marketed	% of marketing actions conducted	0%	25%	50%	75%	100%	<ul style="list-style-type: none"><li>• Update NCHE website</li><li>• Produce &amp; publicise marketing materials</li></ul>		850,000	
		ICT services and equipment procured	% required ICT services and equipment procured	0%	25%	50%	75%	100%	<ul style="list-style-type: none"><li>• Procure ICT equipment (Laptops, Printers, EDRMS Barcode Scanner, Server) &amp; software</li><li>• Procure an intranet system (O365)</li></ul>			

Strategic Objective	Project	Output	KPI	Base -line	Targets				Planned Action Steps	Budget (N\$ '000)		Responsible Unit
					Q1	Q2	Q3	Q4		Dev't	Oper-ational	
		Effective Communication	% of stakeholder (internal and external) satisfaction survey conducted	76%	80%	85%	90%	100%	<ul style="list-style-type: none"> <li>Promote internal information sharing</li> <li>Ensure effective communication with external stakeholders as per Service Charter</li> <li>Conduct stakeholder satisfaction survey</li> </ul>			
		Electronic documents and records management system established	% of physical records digitised	0%	0%	0%	25%	100%	<ul style="list-style-type: none"> <li>Sort physical records</li> <li>Enforce internal filing and referencing in accordance with the Filing System</li> <li>Review &amp; update the File Plan</li> </ul>			
Financial Management	Monthly budget expenditure reports prepared	% of Expenditure report issued	0%	25%	50%	75%	100%	<ul style="list-style-type: none"> <li>Produce monthly expenditure reports</li> </ul>		220,000		
	Budget execution in line with OAG expenditure threshold of 2%	% of financial execution	0%	10%	25%	70%	100%	<ul style="list-style-type: none"> <li>Monitor and control budget</li> <li>Produce monthly and quarterly reports</li> </ul>				
	2021/22 - 2023/24 MTEF Document	% of MTEF reports produced	0%	0%	50%	100%	-	<ul style="list-style-type: none"> <li>Compile and submit the following 2021/22 - 2023/24 MTEF documents to MHETI:                             <ul style="list-style-type: none"> <li>Accountability report</li> <li>Budget estimates</li> <li>Audit report</li> <li>Programme descriptions</li> </ul> </li> </ul>				

Strategic Objective	Project	Output	KPI	Base -line	Targets				Planned Action Steps	Budget (N\$ '000)		Responsible Unit
					Q1	Q2	Q3	Q4		Dev't	Operational	
		2019/20 Audit Reports	% of Financial audited reports completed	25%	30%	50%	100%		<ul style="list-style-type: none"><li>Facilitate finalisation of NCHE 2018/19 accounts</li><li>Facilitate audit of 2019/20 accounts</li><li>Enforce audit recommendations</li></ul>			
	Asset Management	Updated Asset Register	% of Asset Register updated	50%	60%	80%	90%	100%	<ul style="list-style-type: none"><li>Finalise updating of the Asset Register</li><li>Dispose obsolete assets</li><li>Register new assets</li></ul>		742,000	
		Quarterly Fleet Management report produced	% of reports produced	0%	25%	50%	75%	100%	<ul style="list-style-type: none"><li>Conduct inspection and maintenance of vehicles</li><li>Facilitate vehicle issuing, road worthiness and license renewal</li></ul>			
		Annual Procurement Plan implemented	% of Annual procurement plan executed	20%	50%	70%	85%	100%	<ul style="list-style-type: none"><li>Compile and publicise the NCHE Annual Procurement Plan</li><li>Monitor and control the Procurement Plan implementation</li><li>Manage procurement contracts</li><li>Compile quarterly procurement reports</li></ul>			

Strategic Objective	Project	Output	KPI	Base -line	Targets				Planned Action Steps	Budget (N\$ '000)		Responsible Unit
					Q1	Q2	Q3	Q4		Dev't	Opera-tional	
		Conducive Office environment sustained	% of staff satisfaction with office environment survey conducted	82%	90%	92%	95%	100%	<ul style="list-style-type: none"><li>• Maintain office building</li><li>• Procure office furniture</li><li>• Monitor stock level of cleaning supplies and refreshments</li><li>• Adhere to cleaning schedule guidelines</li><li>• Consolidate and implement COVID-19 safety and hygienic measures</li></ul>			
	Capital project	NCHE House Phase 1 completed	% of phase 1 construction completed	95%	95%	100%	-	-	<ul style="list-style-type: none"><li>• Finalise Phase 1 Final Account</li></ul>	558,156		
		NCHE House Phase 2A completed	% of phase 2A construction completed	12%	25%	60%	80%	100%	<ul style="list-style-type: none"><li>• Appoint contractors for electrical, air-conditioning and Lift installations</li><li>• Monitor construction progress (Basement; Ground floor; First floor; Second floor; Roof; Building trades &amp; Finishes; Site works)</li><li>• Procure furniture</li></ul>	21,603,029		
		NCHE House Phase 2B commenced	% of phase 2B documentation completed	0%	0%	0%	50%	100%	<ul style="list-style-type: none"><li>• Documentation Advertising</li></ul>	1,000,000		
TOTAL										23,161,185	20,089,793	43,250,978

## NCHE 2020/21 BUDGET SUMMARISED

	Item	Budget 2020/21
1	Accounting/ Auditing Fees	145,000
2	Advertising, Marketing & CSR	196,000
3	Bank Charges, VAT & Interest	10,000
4	Catering Services & Refreshments	200,000
5	Cleaning Materials	50,000
6	Computer Equipment (IT Equipment)	300,000
7	Consulting Services/ Honorarium	2,058,500
8	Courier & Postages	12,000
9	Municipality Rates & Services	180,000
10	Gratuity payments	350,000
11	Insurance	195,000
12	Membership Fees/ Subscriptions	90,000
13	Motor Vehicle Expenses	120,000
14	Office Furnitures & Equipment	30,000
15	Printing & Stationaries	266,000
16	Remuneration Expenses	11,650,000
17	Repairs & Maintenance	23,000
18	Training & Development/ Tuition or Registration fees	576,093
19	Subsistence and Travelling Allowance/ Accommodation	760,000
20	Security Services & Expenses	114,000
21	Sitting Allowance and Retainer Fees	800,000
22	Telephone Expenses	280,000
23	Workshops and Workplan Expenses/ Venues	857,700
24	International and Domestic Travel/ Tickets	765,000
25	Layout and Printing of Reports	61,500
26	<b>Operational Budget</b>	<b>20,089,793</b>
27	Capital investment	23,161,185
28	<b>Capital Budget</b>	<b>23,161,185</b>
29	<b>Grand Total</b>	<b>43,250,978</b>

## DEFINITION OF KEY TERMS

**Baseline** – a description of the status quo, usually statistically stated, that provides a point of comparison with future performance.

**Core Values** – the timeless guiding principles, deeply held beliefs within the organisation, which are demonstrated through the day-to-day behaviours of all employees. The organisation's values make an open proclamation about how it expects everyone to behave.

**Key Performance Indicator (KPI)** – a pre-determined signal that a specific point in a process has been reached or a result achieved. In management terms, an indicator is a variable that is used to assess the achievement of results in relation to the stated goals/objectives.

**Mandate** – prescribes the core service area in which an organisation has to perform. In other words, it specifies the core functions and responsibilities of an organisation towards its stakeholders.

**Mission** – defines the nature and core purpose of the organisation and is based on its mandate as expressed in specific legislation.

**Performance agreement** – is a 'contract' of intended actions by an individual staff member in agreement with the supervisor. It focuses on objectives, outputs, targets and provides a basis for monitoring performance.

**Personal development plan** – is a supplementary part of the performance agreement and focuses on the staff member's development needs to be able to perform effectively in meeting objectives. It identifies the competency gaps or training need. It also provides a plan for training (courses) or other development interventions to be undertaken.

**Project** – a planned set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations.

**Responsible Unit** – the unit within the institutional structure that is to undertake a task

**Strategic objective** – a specific formulation of a strategy for achieving a strategic goal. A strategic objective is normally at the sub-programme level.

**Target** – an agreed quantifiable performance level or change in level to be attained by a specific date and is often based on benchmarking. The target for each KPI can be expressed in different units, e.g. percentage, money, number, frequency and date.

**Vision** – the attractive and desirable picture of the future organisation in terms of its likely physical appearance, location, size, image, products/services/activities, customers, processes, performance, staffing, capacities, etc. Vision translates mission into something really meaningful.



## CONTACTS

---

### **National Council for Higher Education**

P. O. Box 90890

Klein Windhoek

NAMIBIA

TEL: +264 61 307012

FAX: +264 61 307014/16

[info@nche.org.na](mailto:info@nche.org.na)

[www.nche.org.na](http://www.nche.org.na)