

National Council for Higher Education

Annual Report 2013/2014



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National Council for Higher Education

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1. NCHE STRUCTURE



2. HIGH LEVEL STATEMENTS

VISION STATEMENT

A leader in coordinating higher education in pursuit of a knowledge-based society

MISSION STATEMENT

To ensure a coordinated and excellent higher education system through equitable access and quality service delivery.

CORE VALUES

- Integrity
- Professionalism
- Accountability
 - Justice
- Commitment
 - Teamwork

3. ABBREVIATIONS/ACRONYMS

AFRIQAN	Africa Quality Assurance Network
AAU	Association of African Universities
CHE	Council on Higher Education
ECN	Engineering Council of Namibia
ETSIP	Education and Training Sector Improvement Programme
EU	European Union
FF	Funding Framework
HEIs	Higher Education Institutions
HEMIS	Higher Education Management Information System
HPCNA	Health Professions Councils of Namibia
INQAAHE	International Network for Quality Assurance in Higher Education
IUM	International University of Management
NANSO	Namibia National Students' Organisation
NCAQS	Namibia Council for Architects & Quantity Surveyors
NCHE	National Council for Higher Education
NQA	Namibia Qualifications Authority
NQF	National Qualifications Framework
NTA	Namibia Training Authority
МоА	Memorandum of Agreement
MoU	Memorandum of Understanding
PoN	Polytechnic of Namibia
PPP	Purchasing Power Party
SADC	Southern African Development Community
UNAM	University of Namibia

4. FOREWORD



Dr. Kalumbi Shangula

It gives me great pleasure as Chairperson of the National Council for Higher Education (NCHE) to provide an account of the Council activities for the 2013/14 financial year.

The Third Council was appointed in November 2013. We applaud the Second Council for having laid a solid foundation by establishing organisational systems, procedures and policies for managing and administering the Council's affairs.

Following the appointment, our immediate task was to provide direction in implementing ongoing action/projects. The other key activity was to establish and operationalise the Council Committees. These Committees, as established in accordance with Section 14 of Higher Education Act (Act 26 of 2003) advise and assist the Council in the performance of its duties.

The Council also launched its Strategic Plan 2013 – 2017, focusing on five key strategic objectives that are deemed to be relevant in achieving the Council mission of ensuring a coordinated and excellent high education system through equitable access and quality service delivery. Having the Strategic Plan aligned to the Fourth National development Plan (NDP4), the Council is optimistic that, with relevant support from all stakeholders, challenges affecting the Higher Education fraternity, such as quality, funding, limited access to higher education and lack of coordination amongst others will be effectively addressed. Monitoring of the Strategic Plan initiatives is ensured through an annual implementation plan. At individual level, there are performance agreements; first between the Council and the Executive Director and then between management and the members of the Secretariat at respective levels.

I am indebted to my fellow Council Members for the support and team work shown during the past few months. I am also grateful to the Ministry of Education and Government for the trust bestowed on me to chair the dynamic Council.

Finally, I would like to acknowledge the Secretariat for their administrative and technical support to the Council.

Dr. Kalumbi Shangula Chairperson: NCHE

5. MESSAGE FROM THE EXECUTIVE DIRECTOR



Mr. Mocks Shivute

During the year under review, the Secretariat continued managing and directing the affairs of the Council in the absence of the 3rd Council.

Fortunately, in November 2013, on the recommendation of the Hon. Minister of Education, Cabinet appointed the 3rd Council which brought relief and joy to the Secretariat.

The immediate task of the Secretariat was to brief and update the newly appointed Council, assist in setting up structures of its Committees and draft terms of references for the latter.

Ever since then, the dynamic and focused Council took charge with the support of its pro-active and able Secretariat which has been providing technical, secretarial and administrative assistance in the execution of its mandate, strategic plan, annual plans and any new initiative. The year in review was characterised by approval and formalisation of policies, systems, institutional structure and processes that are critical to optimally undertake the Council mandates. As such, with a robust Higher Education Management Information System (HEMIS) in place, we are now ready to roll out the Quality Assurance System and implement the Funding Framework for public Higher Education Institutions.

With the Council on board and a nearly complete Secretariat staff complement, we look forward to an even more productive financial year – 2014/15.

Mr. Mocks Shivute Executive Director: NCHE Secretariat

6. INTRODUCTION

This Annual Report is a flagship of the National Council for Higher Education's (NCHE) broader four-year Strategic Plan. It is the culmination of Council's activities for the period 2013/14 and aims to engage its stakeholders through sharing these activities and financial overview of the year under review.

It casts light on the mandate, governance structure, objectives, functions and composition of NCHE and its Secretariat. NCHE is entrusted with coordinating the higher education system in its entirety, while the Secretariat is providing such technical support as may be required by NCHE or any of its committees.

Furthermore, it elaborates on the Secretariat's rather chequered year by highlighting the achievements and challenges in its quest to fulfill Council's mandate. While the Secretariat has made good progress with the implementation of some of the year's activities, the delayed "Amendment of the Higher Education Act" persistently strains full implementation of key strategic initiatives.

In conclusion, the "unqualified opinion" once again expressed by the independent auditors is testimony to the professional and prudent fashion in which the Management is handling Council's financial affairs.

7. GOVERNANCE STRUCTURE

Background

NCHE was established in terms of Section 4 of the Higher Education Act, 2003 (Act No. 26 of 2003), to advise the Minister of Education on higher education related matters.

Objectives

The objectives of NCHE are to:

- Promote:

- the establishment of a coordinated higher education system;
- the access of students to higher education institutions (HEIs); and
- quality assurance in higher education.
- Advise on the allocation of funds to public HEIs.

Functions

NCHE may, subject to the Higher Education Act, 2003 (Act No. 26 of 2003), do all things necessary or reasonably required to carry into effect its objects and must more specifically -

- Accredit, with the concurrence of the Namibia Qualifications Authority (NQA), programmes of higher education provided at HEIs;
- Monitor the quality assurance mechanisms of HEIs;
- Take measures to promote access of students to HEls;
- Undertake such research with regard to its objects as it may deem necessary or as the Minister may require; and
- Advise the Minister of its own accord or at the request of the Minister on all issues related to higher education.

Composition

Pursuant to Section 7 (1) of the Higher Education Act, 2003 (Act No. 26 of 2003), NCHE's membership is drawn from government, public and private HEIs, labour, churches, people with disabilities, students, academic and non-academic community, teachers' education institutions, business community, vocational education and training sector and individuals appointed by Cabinet on the recommendation of the Minister of Education on account of their special knowledge, skills or expertise in higher education matters. NCHE functions as a body of experts advising the Minister on matters related to higher education and training.

In total, NCHE comprises nineteen (19) substantive and fifteen (15) alternate members. The term of office is three (3) years. The Second Council's term of office expired in November 2011 and consequently the Secretariat functioned without a Council for a large part of the period under review.

It was only in November 2013 that the Council was appointed.



Dr. Kalumbi Shangula Chairperson



Dr. Lischen Hoases-Gorases Vice Chairperson



Mr. Alfred Hukena Council Member



Ms. Ericah Shafudah Council Member



Mr. Andries Hungamo Council Member



Ms. Elsie Nghikembua Council Member



Dr. Andreas Niikondo Council Member



Prof. Rehabeam Auala Council Member



Mr. Paul Nanyeni Council Member



Ms. Mary Nyandoro Council Member



Prof. Agnes van Dyk Council Member



Mr. Raymond Simanga Council Member



Ms. Barbara van der Westhuizen Council Member



Dr. Helen Nkandi-Shiimi Council Member



Mr. Richwell Lukonga Council Member



Mr. Timotheus Angala Council Member



Ms. Ester Akwaake Council Member



Dr. Miriam Hamunyela Council Member



Mr. Basilius Kasera Council Member



Rev. Simon Gillham Alternate Member



Ms. Josephine Lazarus Alternate Member



Mr. Sylvester Mbangu Alternate Member



Dr. Hylton Villet Alternate Member



Mr. Robert Munganda Alternate Member



Ms. Hilka Amadhila Alternate Member



Mr. Corneels Jafta Alternate Member



Mr. Melki-zedek Uupindi Alternate Member



Ms. Pamela Hoebes Alternate Member



Ms. Ellen Namhila Alternate Member



Mr. Erenst Eixab Alternate Member



Ms. Sandra van Zyl Alternate Member



Mr. Matchwell Lizazi Alternate Member



Mr. Thomas Gideon Alternate Member



Dr. Lindsay van den Berg Alternate Member

COMMITTEES OF NCHE

Section 14 of the Higher Education Act provides for the establishment of committees to advise NCHE on matters relating to its functions and assist in fulfilling its mandate.

Subsequently, at its first ordinary meeting, NCHE established three (3) standing committees, i.e. Executive Committee, Audit & Finance Committee and Quality Assurance Committee.

Executive Committee

This Committee is comprised of the Chairperson and Vice-chairperson of Council and the respective chairpersons of the two remaining committees.

Duties and Responsibilities The Executive Committee:

- Serves as executive authority between Council meetings subject to any rules, instructions, or resolutions which Council may have made, given or passed;
- Deliberates and reaches agreement on the following functional areas in consultation with Council:
- i. Finances
- ii. Personnel
- iii. Administrative systems
- iv. Memorandums of Understanding with other institutions
- v. Delegation of specified quality assurance responsibilities to higher education institutions; and
- Discusses and makes resolutions on any matter by reason of its urgency, provided that the resolutions of the Executive Committee in such cases must be ratified by Council.

The Chairperson reports on the Committee's business to Council, and makes recommendations as the Committee members may deem appropriate.

Audit & Finance Committee

This Committee consists of five (5) members, i.e. a Chairperson (who must be a substantive member of Council) and at least four (4) other members (who could either be substantive or alternate members of Council).

Duties and Responsibilities The Audit & Finance Committee:

- Proposes such measures as in the Committee's opinion may serve to enhance Council's corporate governance, including information technology governance, with emphasis on the principles of accountability and transparency, including adequate disclosure of information to the public;
- Has the right to access records containing information required to perform their duties;
- In consultation with Council, may call an investigation on suspicion of any malpractice concerning Council's affairs;
- Proposes mechanisms for the formulation of a fair, transparent and equitable funding strategy for public HEIs in line with the proposed FF;
- Considers/scrutinises the annual budget and work plans of the committees and of Council/the Secretariat;
- Oversees internal and external audits;
- Reviews/audits all financial statements;
- Puts in place mechanisms for internal financial control; and
- Puts in place appropriate risk management and business continuity mechanisms.

The Chairperson reports on the Committee's business to the Executive Committee and Council, and make recommendations as the Committee members may deem appropriate.

Quality Assurance Committee

This Committee consists of five (5) members, i.e. a Chairperson (who must be a substantive member of Council) and at least four (4) other members (who could either be substantive or alternate members of Council).

Duties and Responsibilities

The Quality Assurance Committee:

• Assists and guides HEls, through Council, in raising the standard of

learning outcomes and competence levels to standards required for the attainment of the national development goals of Namibia and in order to meet internationally recognised standards;

- Assists the Registrar of private HEIs in fulfilling the provisions of sections 23 – 29 of the Higher Education Act (Act No. 26 of 2003) with regards to the registration of such institutions;
- Scrutinises existing policies, or proposes/spearheads the development of new policies and ensures and monitors implementation thereof, as well as ensures and monitors implementation of all quality assurance and standard setting processes of all educational approaches;
- Regularly advises and informs Council after policies have been agreed upon with the institutions concerned;
- Assists and advises the institutions in establishing quality assurance activities as per the agreed policies; and
- Develops a credible, fair, transparent and accountable process and procedure of registering private HEIs in Namibia in tandem with the relevant provisions of the Higher Education Act (Act No. 26 of 2003) and its Regulations.

The Chairperson reports on the Committee's business to the Executive Committee and Council, and make recommendations as the Committee members may deem appropriate.

The Secretariat

NCHE is served by a Secretariat whose appointment has been formalised as of 1 July 2013. It is headed by an Executive Director, who is its Accounting Officer. During the period under review, the NCHE Secretariat's staff complement grew from twelve (12) to sixteen (16). The Secretariat, being the backbone of the Council, continues to provide technical support to ensure that the Council is effectively and efficiently delivering on its mandate.

A new unit for the Funding Framework (FF) and Higher Education Management Information System (HEMIS) was added and the process of filling the positions for the Director: FF and HEMIS and the Deputy Director for HEMIS and FF for this Unit is underway.

The Deputy Director of Finance and Administration and a Senior Higher Education Officer tendered their resignations during the year under review.



Mr. Mocks Shikalepo Shivute Executive Director



Ms. Abia Ndeshipanda Mbulu Deputy Director: Finance & Admin



Ms. Vejanda Kauaria Chief Higher Education Officer



Ms. Anneley willemse Senior Higher Education Officer



Ms. Nangula Iipumbu Quality Assurance Officer



Mr. Nathaniel Musenge Chief Control Officer



Mr. Tarence Rieth Database Info.Tech.Officer



Mr. Salomon IIovu Human Resource Officer



Ms. Fenny Amulungu Statistician



Ms. Indileni Nevonga Administrative Assistant



Mr. Kenneth Van Staden Accounting Clerk



Ms. Magdaleena Shiimbi Accounting Clerk



Ms. Meriam Karumendu Receptionist



Mr. Wilfred Sam Driver

National Council For Higher Education



Ms. Ernesta Zaombo Cleaner

8. ACTIVITIES AND ACHIEVEMENTS FOR THE PERIOD 1 APRIL – 31 MARCH 2014

NCHE remains proactive in fulfilling its mandate to regulate higher education and advise the Minister of Education on all higher education related matters. NCHE and its Secretariat undertook the following activities during the period under review.

POLICY DEVELOPMENT AND RELATED ISSUES

The Comprehensive and Holistic Review and Reform of the entire Higher Education System in Namibia in relation to its contribution to the achievement of Vision 2030 After Cabinet approval of the Study and its recommendations in 2012, a detailed costed Implementation Plan for each of the recommendations emanated from the

Comprehensive Study was developed and finalised in 2013.

Some of the recommendations are already in the process of being implemented such as the Polytechnic of Namibia (PoN) being transformed into a University of Science and Technology, the formulation of the Cooperative Education Policy related to internship and job attachment issues), etc.

Formulation of the National Policy on Higher Education

Finalisation of this document was put on hold pending the implementation of the recommendations emanated from the "Comprehensive and Holistic Review and Reform of the entire Higher Education System in Namibia in relation to its contribution to the achievement of Vision 2030".

Funding Framework for Public Higher Education Institutions

A phased implementation of the FF was approved by Cabinet in November 2013 in order to address the current anomalies in resource allocation to public HEIs. The Ministry of Education in consultation with the Ministry of Finance and the Secretariat are working out a plan for the phasing in of FF in the next financial year.

The Staff Development Policy and Guidelines for Academic Staff at public HEIs

The Policy was developed, finalised and printed. The Policy will provide guidance and direction to public HEIs in terms of developing their staff in ways that will address both institutional needs and national developments. The Secretariat will have discussions with the HEIs on the implementation of the Policy and Guidelines.

Higher Education Management Information System (HEMIS)

During the review period, HEMIS that would support enrolment planning in the priority areas aligned with the national needs was finalised. Training of staff at NCHE Secretariat and HEIs is underway and a Statistical Year Book would be published at the end of the next financial year.

The Public Higher Education Institutions Tuition Fee Adjustment Policy

The drafting of the Public Higher Education Institutions Tuition Fee Adjustment Policy

started in September 2013. The Policy would guide and regulate the tuition fees at the public HEIs.

QUALITY ASSURANCE RELATED ACTIVITIES

National Quality Assurance System for Higher Education in Namibia

After piloting the two subsystems of the Quality Assurance System for Higher Education System in Namibia, the Secretariat designed and finalised the Application Forms for Programme Accreditation and Institutional Audits in November 2013. The Secretariat had started with the process of implementing the System in February 2014 at University of Namibia (UNAM) and Polytechnic of Namibia (PoN).

Registration of private Higher Education Institutions

On the registration of private HEIs, five (5) private HEIs, namely Triumphant College, International University of Management (IUM), Institute of Open Learning, Headstart Montessori Teacher Training College and Institute of Bankers have submitted their applications and all the relevant documents. The documents would be scrutinised and if the Council is satisfied with the applications, they would be gazetted and registered as private HEIs.

Education and Training Sector Improvement Programme (ETSIP) Funding

For the period under review, the NCHE, through the ETSIP Staff Development Fund for academic staff at public HEIs, spent N\$1, 2 million to assist academic staff members (lecturers) to improve their qualifications in order to improve the quality of teaching and learning in one of the following priority fields of study: logistics, tourism, manufacturing, agriculture, fisheries, languages, curriculum development, information technology, mathematics, accounting, economics, business management, science in general, engineering, geology, medical science.

For the 2013/14 financial year, there is fifty eight (58) academic staff members enrolled on the ETSIP programme. Seven (7) are doing Honours, twenty six (26) Masters and twenty five (25) PhDs.

Review of the Post-Graduate Studies, Research, Facilities and other Resources of Higher Education Institutions in Namibia

During the period under review, *The Review of the Post-Graduate Studies*, Research, *Facilities and other Resources of HEIs in Namibia* was finalised and would be launched before being distributed among the relevant stakeholders. NCHE Secretariat would have discussions with the HEIs on the implementation of the recommendations emanated from the Review.

OUTREACH PROGRAMME

Sensitisation activities

The Secretariat continues to sensitise the HEIs on the Quality Assurance (QA) systemprocedures, criteria, etc., as well as the Regulation for the registration of private HEIs. Presentations were made respectively to the staff members at the Teaching and Learning Improvement Unit at UNAM and the newly established Welwitschia University. Several meetings were held with the officials at the Centre for Quality Assurance Management at Unam.

Trade Fairs

The Council participated in the Ongwediva Annual Trade Fair in August 2013 and the Windhoek Agricultural and Industrial Show in September 2013. A large number of individuals visited the NCHE stand expressing much interest in its activities. The Council markets itself by means of information brochures and pamphlets, radio interviews at the trade fairs, NCHE Corporate Video, promotional items and face-to-face interactions with the public.



NCHE displaying at the Windhoek Agricultural and Industrial Show

Public Lecture

On 29 October 2013, the Secretariat of the NCHE organized a Public Lecture on the theme "The Higher Education Landscape in Namibia with particular reference to "increasing access while improving quality" and "increasing institutional diversity".

The public lecture examined the state and prospects of Namibia's higher education sector in relation to its contribution to the achievement of Vision 2030.

The participants also seized the opportunity to exchange ideas and share experiences with a view to addressing the challenges facing higher education in Namibia. The Public

Lecture drew higher education practitioners, consultants, students and members of the public. The keynote speaker was Professor Rolf Stumpf, a distinguished academic from South Africa who has over forty (40) years of experience in higher education. The lecture also featured a panel discussion by leading experts from the academia and the sector in general. The Report on the lecture was distributed among all relevant stakeholders.



Panelists: Mr. Timotheus Angala (NANSO), Mr. Lesley Tjiueza the moderator, Prof. Tjama Tjivikua (PoN), Mr. Heroldt Murangi (NAMCOL), Mr. Victor Kaulinge (NPC), Prof. Osmund Mwandemele (UNAM) with Prof. Rolf Stumpf the keynote speaker, Ms. Sandra van Zyl the Director for HE and Mr. Mocks Shivute the Executive Director of the NCHE Secretariat.

CONSULTATIONS/COLLABORATION WITH OTHER STAKEHOLDERS

Consultations with other stakeholders

In July 2013, the Secretariat held a consultative meeting with relevant stakeholders such as NQA, PoN, Engineering Council of Namibia (ECN), Health Professions Councils of Namibia (HPCNA) and Namibia Council for Architects & Quantity Surveyors (NCAQS) to discuss issues related to stakeholders' involvement in higher education curriculum development and professional qualifications. Future meetings were planned for the next financial year.

In order to address quality assurance issues and the overlapping roles in accreditation of programmes and the registration of private providers, NCHE, NQA and Namibia Training Authority (NTA) held consultative meetings between September 2013 and February 2014. These consultations resulted in resolutions to enter into Memorandum of Agreement (MoA) to streamline accreditation and registration functions amongst the three institutions.

CAPACITY BUILDING AND WELLNESS ISSUES

Capacity building is very crucial to the NCHE to ensure that the staff members are capacitated and motivated to enable them to deliver and achieve the objectives of the NCHE.

Capacity building in Quality Assurance related issues

During the period under review, the Senior Higher Education Officers at the Secretariat participated as Quality Auditors in a series of quality audits initiated by UNAM's Centre for Quality Assurance and Management in order to deepen their expertise and skills in institutional audits. These audits were scheduled for a period of six (6) months,

Tracer Studies

Although Tracer Studies is not one of the core functions of the Council, the Council has to coordinate and capacitate HEIs on how to conduct professional graduate tracer studies as one of the most important objective of tracer studies is to inform quality assurance processes and curriculum reform in higher education

Therefore, the Secretariat embarked upon training for relevant staff menders at UNAM, PoN and IUM. The first training workshop was conducted and the output of the training session was the materialization of a pilot survey to be undertaken by the three HEIs. The three HEIs are busy with the data collection phase.

Record Management Training

Four (4) Secretariat staff members attended a record keeping training workshop from 4 – 8 November 2013 in Otjiwarongo that was facilitated by staff members from the National Archives of Namibia. The objective of the workshop was to train the staff on record keeping, the importance of record management and for the Institution to start using the approved filing system for State Owned Enterprises. The staff members learnt a lot in terms of keeping records in an organisation.

Public Service Employees Wellness Week: High Blood Pressure Testing and Weight Check

During the Awareness Week of Higher Blood Pressure Testing and Weight Check in August 2013, the Secretariat Staff underwent the High Blood Pressure testing and Weight Check. The Staff members were very appreciative of the two health officials from the Ministry of Health and Social Services who advised them on other health related issues.

Team Building

The Secretariat organised a successful team building session for the staff members on 11 – 13 August 2013. The session Facilitators commended the Secretariat on the following areas: good team spirit, a deep level of trust in each other, enthusiasm and a positive religious bond among its staff members.

WORKSHOPS/CONFERENCES ATTENDED

International Network for Quality Assurance in Higher Education (INQAAHE) Biennial Forum

The Biennial INQAAHE Forum under the theme "*Managing Diversity: Sustainable Quality Assurance Processes*" that took place in Tapei, Taiwan on 9-12 April 2013, was attended by two Secretariat staff members. It was organized by the Higher Education and Evaluation Council of Taiwan).

Issues of relevance to the Council discussed were amongst others; the credibility of external Quality Assurance agencies to ensure their credibility and trust from stakeholders, establishment of Monitoring & Evaluation structures in quality assurance as Monitoring & Evaluation is said to be an effective enabler of decision making, also a mechanism of indicating impacts of quality assurance assessments and Increasing visibility and credibility amongst stakeholders by strengthening communication; availing user-friendly information; and by constantly increasing the relevance of information and efficiency of processes

Conference on Quality Management

Secretariat staff members attended the Conference on Quality Management held on 24 – 25 April 2013 in Windhoek. The Conference focused on the top-down leadership approach to Quality Management, the ISO 9001:2008 and the Strategies for a Continental approach in promoting Quality Assurance and Management in Higher Education in Africa.

Association of African Universities' (AAU) 13TH Conference of Rectors, Vice-Chancellors and Presidents of African Universities (COREVIP) under the theme "Transforming African Higher Education for Graduate Employability and Socioeconomic Development." Conference on Exploring Quality Assurance through the Africa-EU partnership and AFRIQAN General Assembly

The three events that took place from 28 May – 1 June 2013 in Libreville, Gabon were attended by two Secretariat staff members. The AAU Conference emphasised that African governments should consider making universities more autonomous, so they have the ability to become more financially independent, encourage the involvement of private sector in funding HEIs across Africa, especially, in research-related partnership and encourage the win-win Purchasing Power Party (PPP) in the internship and job attachment programmes to tackle unemployment and unemployability among African students and graduates.

Student Quality Day

The Secretariat was represented at the Student Quality Day organized by UNAM at Ogongo Agricultural Campus – in August 2013 where students came together to discuss issues relevant to quality assurance in Higher education in order to promote quality culture at the campus.

Technical Committee on Higher Education and Training, Research and Development The meeting took place on 4 September 2013, in Johannesburg South Africa. It was attended by one Secretariat staff member. The Technical Committee facilitates the implementation of SADC Protocol on Education and Training, the African Union Second Decade of Education with respect to Higher Education and also addresses key emerging issues on Higher Education.

Conference on "Review of the Regulating Setting-Up the National Qualifications Framework

One Secretariat staff member attended the Conference on "*Review of the Regulating Setting-Up the National Qualifications Framework (NQF)*" under the theme '*Building a Quality Framework'* organised by the NQA on 4 -6 November 2013 in Swakopmund. The conference highlighted the importance of NQF and possible NQF structures were presented to the participants.

NCHE Strategic Plan and Annual Plan

The Secretariat staff members attended an intensive workshop facilitated by the Office of the Prime Minister to align the NCHE Strategic Plan with NDP4 in March 2014 in Otjiwarongo. At this Workshop, the Annual Plan 2013/14 and the Performance Agreements for the staff members were developed.

On 21 November 2013, at the inaugural meeting of the 3rd NCHE meeting, the Executive Director signed his Performance Agreement with the Chairperson of the Council. Subsequently other Secretariat Staff members signed their Performance Agreements with the Executive Director.



Mr. Mocks Shivute signing the Performance Agreement with Dr. Kalumbi Shangula, Chairperson of the Council

Workshop on Harmonisation of African Higher Education

Some Secretariat Staff members attended the workshop on "Harmonisation of African Higher Education and Tuning on Credits and Portability of Qualifications" on 25 – 27 March 2014, in Brussels, Belgium. The African Higher Education Harmonisation and Tuning Project (Tuning Africa) is part of the Africa-EU strategy partnership, uses an internationally established methodology to enhance degree comparability, graduate mobility and employability.

AGREEMENTS WITH OTHER INSTITUTIONS/SERVICE PROVIDER

Service Level Agreement

The Secretariat had renewed its Service Level Agreement with a service provider for another year. The main aim of this Service Level Agreement is to ensure a basis for close corporation between the two parties pertaining to effective and timely services being provided by the provider to the Secretariat.

MOU with other Quality Assurance Bodies

NCHE continued to honour its MoU with NQA and Council on Higher Education (CHE) - Lesotho pertaining to the implementation of quality assurance in higher education in order to provide quality service delivery to HEIs.

9. CHALLENGES/CONSTRAINTS

The following are key challenges experienced during the year under review:

- Lack of human resources and technical expertise to efficiently and effectively implement its activities;
- Some shortcomings in the current Higher Education Act; and
- Requirement for registration of private HEIs: qualifications of programmes first to be aligned on the NQF delays the registration process of these institutions.

10. Audited Annual Financial Statements

NATIONAL COUNCIL FOR HIGHER EDUCATION

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

General Information

Namibia
To promote establishment of co-ordinated higher education system; the access of students to higher education institutions; and quality assurance in higher eduaction institutions, and to advise on the allocation of moneys to public higher education institutions.
No.6, Newton Street Windhoek Namibia
P.O.Box 90890 Klein-Windhoek Namibia
First National Bank of Namibia Limited
Grand Namibia Registered Accountants and Auditors Chartered Accountants (Namibia)
9 Axali Doeseb Street PO Box 24304 Windhoek Namibia

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

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The reports and statements set out below comprise the annual financial statements presented to the shareholder:

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The following supplementary information does not form part of the annual financial statements and is una	udited:
Statement of Comprehensive Income	15

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Statement of council members' responsibilities

The Council members are required by the Higher Education Act,2003, to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the Council as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the Namibian Generally Accepted Accounting Practice NAC 001: Financial Reporting for Small and Medium Sized Entities. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the Namibian Generally Accepted Accounting Practice NAC 001: Financial Reporting for Small and Medium Sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Council members acknowledge that they are ultimately responsible for the system of internal financial control established by the Council and place considerable importance on maintaining a strong control environment. To enable the Council members to meet these responsibilities, the Council sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Council and all employees are required to maintain the highest ethical standards in ensuring the Council's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Council is on identifying, assessing, managing and monitoring all known forms of risk across the Council. While operating risk cannot be fully eliminated, the Council endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Council members are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Council members have-reviewed the Council's cash flow forecast for the year to 31 March 2015 and, in the light of this review and the current-financial position, they are satisfied that the Council has or has access to adequate resources to continue in operational existence for the foreseeable future.

Mr Mocks Shivute (Executive Director)

Dr Kalumbi Shangula (Chairperson)



Independent Auditors' Report

To the Council members of the National Council for Higher Education

We have audited the annual financial statements of the Council, as set out on pages 6 to 14, which comprise the statement of financial position as at 31 March 2014, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Council's Responsibility for the Annual Financial Statements

The Council members are responsible for the preparation and fair presentation of these annual financial statements in accordance with the Namibian Generally Accepted Accounting Practice NAC 001: Financial Reporting for Small and Medium Sized Entities, and requirements of the Higher Education Act,2003, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatements, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these annual financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the annual financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the annual financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the annual financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the annual financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the position of the council at 31 March 2014 and its financial performance and its cash flows for the year ended in accordance with the Namibian Generally Accepted Accounting Practice NAC 001: Financial Reporting for Small and Medium-sized Entities and in the manner required by the Higher Education Act, 2003.

Grand Namibia Registered Accountants and Auditors Chartered Accountants (Namibia)

Per: R N Beukes 25 August 2014

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Resident Partners: Richard Theron (Managing) Ronald N Beukes Faniel G Kisting	info@grandnamibia.com www.grandnamibia.com

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Directors' Report

The Council members have pleasure in submitting their report on the annual financial statements of the National Council for Higher Education for the year ended 31 March 2014.

1. Nature of business

Main business and operations

The activities of the Council compries of:

* to promote the establishment of a co-ordinated higher education system;

* to promote access of students to higher education institutions;

- * to promote quality assurance in higher education;
- * to advice on the allocation of moneys to public higher education institutions

The operating results and state of affairs of the Council are fully set out in the attached annual financial statements and do not in our opinion require any further comment.

2. Council members

The Council members in office at the date of this report are as follows:

Council members

Dr Kalumbi Shangula (Chairperson) Dr Lischen Haoses-Gorases Mr Alfred Ilukena Ms Ester Awaake Prof. Rehabeam Auala Mr Basilius Kasera Ms Barbara van der Westhuizen Dr Miriam Hamunyela Dr Helen Nkandi-Shiimi Dr Andreas Niikondo Mr Andries Hungamo Mr Richwell Lukonga Mr Raymond Simanga Ms Elsie Nghikembua Ms Mary Nyandoro Ms Ericah Shafudah Mr Paul Nanyeni Mr Timotheus Angala Prof Agnes van Dyk

3. Events after the reporting period

The Council members are not aware of any other material event which occurred after the reporting date and up to the date of this report.

4. Auditors

Grand Namibia.

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Statement of Financial Position as at 31 March 2014

	Notes	2014 N\$	2013 N\$
Assets			
Non-Current Assets			
Property Plant and Equipment	2	2,988,798	1,364,146
Current Assets			
Trade and other receivables	3	41,721	5,062,669
Cash and cash equivalents	4	62,463,647	48,049,767
		62,505,368	53,112,436
Total Assets		65,494,166	54,476,582
Equity and Liabilities			
Equity			
Retained income		14,305,896	12,215,069
Liabilities			
Non-Current Liabilities			
Deferred Income	5	47,014,321	36,285,321
ETSIP Funds	6	3,778,310	5,580,227
		50,792,631	41,865,548
Current Liabilities			
Trade and other payables	7	395,639	395,965
Total Liabilities		51,188,270	42,261,513
Total Equity and Liabilities		65,494,166	54,476,582



Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Statement of Comprehensive Income

	Notes	2014 N\$	2013 N\$
Revenue	8	7,130,000	7,130,000
Other income	0	87,190	7,100,000
Operating expenses		(6,809,490)	(5,615,494)
Operating profit		407,700	1,515,206
Investment revenue	9	1,683,127	1,458,567
Profit for the year		2,090,827	2,973,773
Other comprehensive income		-	-
Total comprehensive income for the year		2,090,827	2,973,773

NATIONAL COUNCIL FOR HIGHER EDUCATION Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Statement of Changes in Funds

Retained income N\$	Total equity N\$
9,241,296	9,241,296
2,973,773	2,973,773
2,973,773	2,973,773
12,215,069	12,215,069
2,090,827	2,090,827
2,090,827	2,090,827
14,305,896	14,305,896
	income N\$ 9,241,296 2,973,773 - 2,973,773 12,215,069 2,090,827 - 2,090,827

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Statement of Cash Flows

	Notes	2014 N\$	2013 N\$
Cash flows from operating activities			
Cash receipts from the Government Cash paid to suppliers and employees		7,130,000 (1,492,937)	7,131,900 (5,770,109)
Cash generated from operations Interest income	11	5,637,063 1,683,127	1,361,791 1,458,567
Net cash from operating activities		7,320,190	2,820,358
Cash flows from investing activities			
Purchase of property plant and equipment Sale of property plant and equipment	2 2	(1,840,428) 7,035	(419,325)
Net cash from investing activities		(1,833,393)	(419,325)
Cash flows from financing activities			
Capital grants received Movement in ETSIP funds		10,729,000 (1,801,917)	10,000,000 2,860,175
Net cash from financing activities		8,927,083	12,860,175
Total cash movement for the year Cash at the beginning of the year		14,413,880 48,049,767	15,261,208 32,788,559
Total cash at end of the year	4	62,463,647	48,049,767

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Accounting Policies

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with the Namibian Generally Accepted Accounting Practice NAC 001: Financial Reporting for Small and Medium Sized Entities, and the Higher Education Act,2003. The annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in Namibia Dollars.

These accounting policies are consistent with the previous period.

1.1 Property, plant and equipment

Property Plant and Equipment are tangible items that:

- are held for use in the production or supply of goods or services, for rental to others or for administrative purposes; and
 - are expected to be used during more than one period.

Property, plant and equipment is carried at cost less accumulated depreciation and accumulated impairment losses.

Cost includes all costs incurred to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Costs include costs incurred initially to acquire or construct an item of property plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property plant and equipment, the carrying amount of the replaced part is derecognised.

Depreciation is provided using the straight-line method to write down the cost, less estimated residual value over the useful life of the property plant and equipment, which is as follows:

Item	Average useful life
Furniture and fixtures	10 years
Motor vehicles	5 years
Office equipment	5 years
Computer equipment	5 years
Other fixed assets	5 years

The residual value, depreciation method and useful life of each asset are reviewed at each annual reporting period if there are indicators present that there has been a significant change from the previous estimate.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss in the period.

1.2 Trade and other receivables

Trade and other receivables are carried at historical cost basis. An estimate is made for the doubtful receivables based on a review of all outstanding amounts at year end. Bad debts are written off during the year in which they are identified.

1.3 Cash and cash equivalents

Cash and cash equivalents comprise of cash in hand, short-term investments and deposits held at call with banks, net of bank overdrafts. These are initially and subsequently measured at fair value.

1.4 Trade and other payables

Trade and other payables are initially measured at fair value and are subsequently measured at amortised cost, using the effective interest rate method.

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Accounting Policies

1.5 Financial instruments

Financial assets and liabilities are recognised in the organization's statement of financial position when the council becomes a party to the contractual provisions of an instrument. All financial instruments are initially measured at fair value. Transaction costs are normally also included in the initial measurements of financial instruments. However, transaction costs incurred on financial assets and liabilities at fair value through profit or loss are not included in the initial measurement, but are expensed. The transaction costs referred to are those incremental costs that are directly attributable to the acquisition or issue of a financial asset or financial liability. For this purpose, transaction costs excludes financing costs and internal administrative costs.

The council derecognition principles for the financial liabilities hinge on the legal release (extinguishment) of the obligation. Consequently, a financial liability or part thereof would be removed from its statement of financial position only when it is extinguished. The council derecognition principles for the financial assets are normally triggered when it receives consideration in return for the transfer or sale of all or part of a financial asset.

1.6 Impairment of assets

The company assesses at each reporting date whether there is any indication that an asset may be impaired.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in profit or loss.

1.7 Provisions and contingencies

Provisions are recognised when:

- the company has an obligation at the reporting date as a result of a past event;
- it is probable that the company will be required to transfer economic benefits in settlement; and
- the amount of the obligation can be estimated reliably.

1.8 Revenue

Interest is recognised, in profit or loss, using the effective interest rate method.

1.9 Government grants

Government grants are recognised when there is reasonable assurance that: - the council will comply with the conditions attaching to them; and -the grants will be received.

Government grants are recognised as Income over the periods necessary to match them with the related costs that they are intended to compensate.

The government grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable.

Grants related to income are presented as a credit in the profit or loss (separately).

Goverment grants related to assets, including non-monetary grants at fair value, shall be presented in the statement of financial position either by setting up the grant as deferred income or by deducting the grant in arriving at the carrying amount of the asset.

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Notes to the Annual Financial Statements

	2014 N\$	2013 N\$
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2. Property, plant and equipment

		2014			2013	
	Cost / Valuation	Accumulated depreciation and impairments	Carrying value	Cost / Valuation	Accumulated depreciation and impairments	Carrying value
Land	482,500	-	482,500	482,500	-	482,500
Furniture and fixtures	291,921	(124,921)	167,000	212,224	(99,495)	112,729
Motor vehicles	711,140	(543,685)	167,455	711,140	(401,457)	309,683
Office equipment	97.327	(43,039)	54,288	75,411	(30,849)	44,562
Computer equipment	266,958	(151,813)		229,765	(119, 239)	110,526
Assets under construction	1,998,560	-	1,998,560	298,496	-	298,496
Other fixed assets	14,999	(11,149)	3,850	14,999	(9,349)	5,650
Total	3,863,405	(874,607)	2,988,798	2,024,535	(660,389)	1,364,146

Reconciliation of property plant and equipment - 2014

	Opening balance	Additions	Depreciation	Total
Land	482,500	-	-	482,500
Furniture and fixtures	112,729	79,697	(25,426)	167,000
Motor vehicles	309,683	-	(142,228)	167,455
Office equipment	44,562	21,916	(12,190)	54,288
Computer equipment	110,526	38,751	(34, 132)	115,145
Assets under construction	298,496	1,700,064	-	1,998,560
Other fixed assets	5,650	-	(1,800)	3,850
	1,364,146	1,840,428	(215,776)	2,988,798

Reconciliation of property plant and equipment - 2013

	Opening balance	Additions	Other changes, movements	Depreciation	Total
Land	-		482,500	-	482,500
Furniture and fixtures	130,303	3,568	-	(21, 142)	112,729
Motor vehicles	451,911	-	-	(142,228)	309,683
Office equipment	30,799	22,289	-	(8,526)	44,562
Computer equipment	48,275	94,972	-	(32,721)	110,526
Assets Under Connstruction	-	298,496	-	-	298,496
Other fixed assets	8,650	-	-	(3,000)	5,650
	669,938	419,325	482,500	(207,617)	1,364,146

Land comprise of donated properties - ERF no 6446 13 Haddy Street to the value of N\$ 238 500 and ERF 6445 11 Hoogenh to the value of N\$ 244 000.

3. Trade and other receivables

Deposit Staff Ioans	41,721	5,041,721 20,948
	41,721	5,062,669

4. Cash and cash equivalents

Cash and cash equivalents consist of:

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Notes to the Annual Financial Statements

	2014 N\$	2013 N\$
4. Cash and cash equivalents (continued)		
Cash on hand	6,890	2,000
First National Bank- current account	20,131,191	4,401,778
First National Bank- call account	23,885,921	25,949,161
Development fund: (Investment account)	18,439,645	17,696,828
	62,463,647	48,049,767
Included in the cash and cash equivalents are capital funds to the value of N\$ 47 014 321.		
5. Deffered Income		
Opening balance	36,285,321	
Current year grants received	10,729,000	36,285,321
	47,014,321	36,285,321

The deferred Income balance comprises of the donated properties Erf 6446 and Erf 6445, and capital funds received from the Ministry of Education for the capital development of the National Council for Higher Education's new offices to be constructed.

6. ETSIP Funds

Staff Development Quality Assurance HEMIS Fund Strategic Planning Funding Formula	Opening Balance 2,567,923 2,301,303 509,000 50,000 152,000	Funds Received	Paid Out (1,801,917)	Closing balance 766,007 2,301,303 509,000 50,000 152,000	
- analy - ormala	5,580,227		(1,801,917)	3,778,310	

ETSIP funds are funds received from the Ministry of Education to be administered for staff development, quality assurance and strategic planning to accomplish the 15 year special program of the government to improve the quality of education in the country.

7. Trade and other payables

Rent deposit received Office of the Prime Minister - ED Salary Accrued leave pay Payroll Payables Accrued expenses	3,972 130,157 191,842 69,668 	3,966 318,555 73,444 395,965
8. Revenue		
Government grants	7,130,000	7,130,000
9. Investment revenue		
Interest Income	1,683,127	1,458,567
10. Auditors' remuneration		
Fees	71,620	33,017

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Notes to the Annual Financial Statements

	2014 N\$	2013 N\$
11. Cash generated from operations		
Profit before taxation	2,090,827	2,973,773
Adjustments for: Profit on sale of assets	(7,035)	-
Interest received - investment	(1,683,127)	(1,458,567)
Depreciation	215,776	207,617
Changes in working capital: (Increase)/Decrease in Trade and other receivables	5.020.948	9,782
Increase (decrease) in Trade and other payables	(326)	(370,814)
	5,637,063	1,361,791

12. Related parties

The Council is wholly owned by the Government through the Ministry of Education hence all the government controlled entities are related parties. All the Council's related party transactions were conducted with the Ministry of Education, from which funds are received.

Related party balances and transactions with other related parties

Related party balances

Subsidy balances Capital subsidy & donation ETSIP funds	47,014,321 3,778,310	31,285,321 5,580,227
Related party transactions		
Government Subsidy Operational subsidy Capital Subsidy & donation ETSIP funds	7,130,000 10,729,000	7,130,000 10,482,500 4,268,000
13. Directors' remuneration		
Non-Executive Directors		
2014		
For service rendered	Directors' fees 253,281	Total 253,281

14. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

Trading as National Council for Higher Education Annual Financial Statements for the year ended 31 March 2014

Statement of Comprehensive Income

	Notes	2014 N\$	2013 N\$
Government grant			
Government grants		7,130,000	7,130,000
Other income			
Sundry Income		80,155	700
Interest received		1,683,127	1,458,567
Gains on disposal of assets		7,035	-
		1,770,317	1,459,267
Operating expenses			
Advertising		(184,609)	(151,476)
Auditors remuneration	10	(71,620)	(33,017)
Bank charges		(28,390)	(15,465)
Catering services		(10,083)	-
Cleaning		(55,977)	(70,086)
Computer expenses		(40,197)	(53,800)
Consulting fees		(209, 182)	(109,647)
Courier and Postage		(1,497)	(3,599)
Depreciation		(215,776)	(207,617)
Electricity and water		(25,000)	(40,782)
Employee costs		(3,405,770)	(2,545,542)
Entertainment		(2,725)	(20,316)
General expenses		(20,687)	(393)
Insurance		(46,970)	(46,874)
Interest Paid		(8,034)	(24,740)
Lease rentals on operating lease		(851,414)	(570,227)
Motor vehicle expenses		(53,429)	(44, 142)
Printing and stationery		(179,348)	(128,044)
Public lectures		(47,571)	(71,447)
Repairs and maintenance		(98,825)	(94,886)
Security		(14,802)	-
Staff welfare		(54,032)	(26,755)
Subscriptions		(101,019)	(48,314)
Telephone and fax		(162,102)	(141,516)
Training		(52,976)	(71,557)
Travel		(594,543)	(739,910)
Workshop expenses		(272,912)	(355,342)
	_	(6,809,490)	(5,615,494)
Surplus for the year		2,090,827	2,973,773

11. Notes



11. Notes



National Council for Higher Education

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