



NATIONAL COUNCIL FOR HIGHER EDUCATION



Annual Report 2017/18

October 2019

The electronic version of this report is available on the NCHE website at www.nche.org.na under publications.

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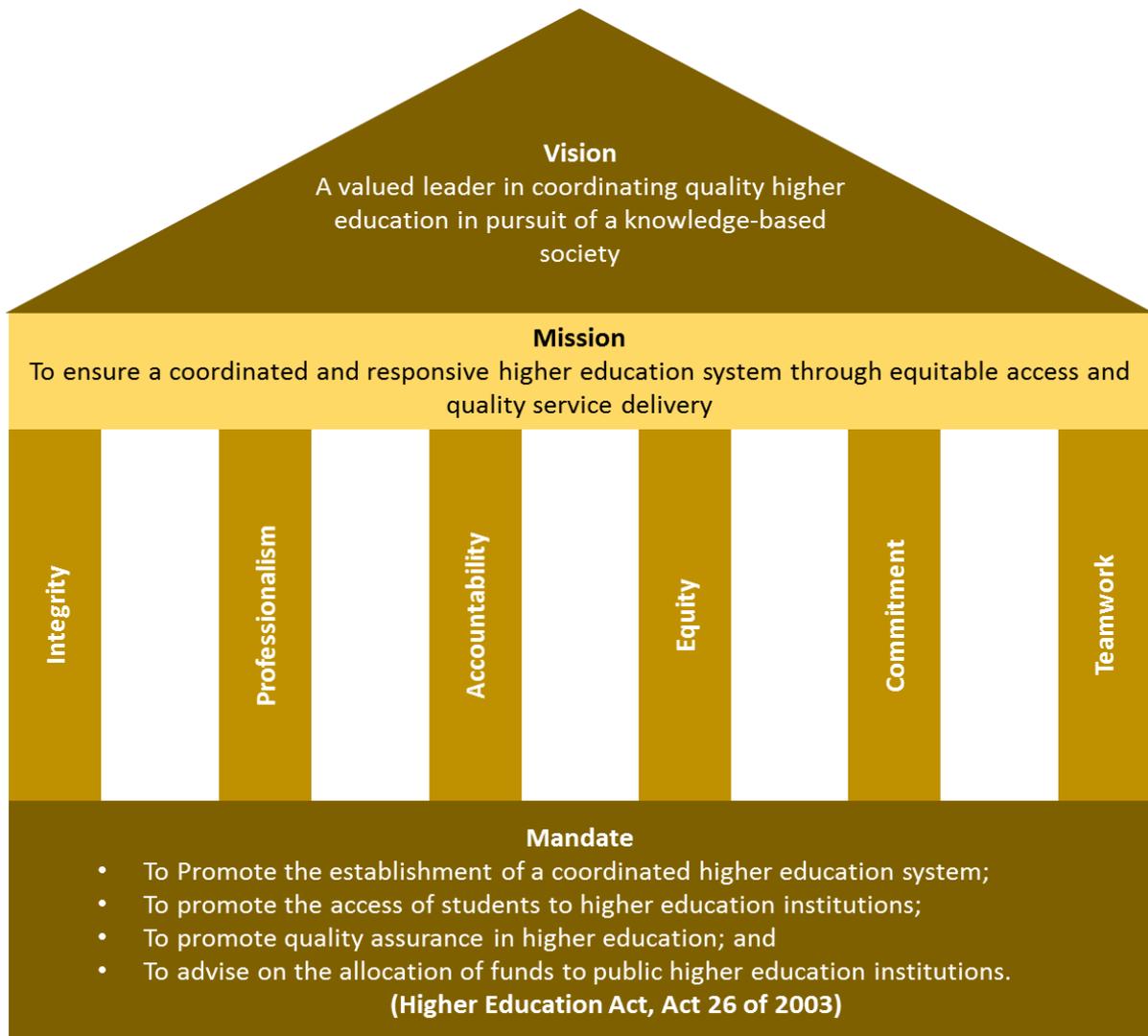
Our Logo embodies the following:

- 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.

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High Level Statements



List of Abbreviations/ Acronyms

AfDB	African Development Bank
ETSIP	Education and Training Sector Improvement Programme
ICAN	Institute of Chartered Accountants of Namibia
ICQAHEA	International Conference on Quality Assurance in Higher Education in Africa
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
NCHE	National Council for Higher Education
NHESY	National Higher Education Statistical Year Book
NQA	Namibia Qualifications Authority
NUST	Namibia University of Science and Technology
SAAIR	Southern African Association of Institutional Research
SAHELA	South African Higher Education Learning Analytics
UNAM	University of Namibia



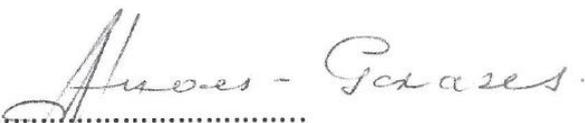
Message from the Chairperson

The implementation of the 2017/2018 Strategic Plan of the NCHE coincided with the appointment of the Fourth Council in December 2018. The Fourth Council therefore, would like to express appreciation to the NCHE Secretariat under the leadership of the Executive Director, Mr Mock Shivute, for implementing the planned activities despite the absence of the governing body.

The Council had the opportunity of reviewing the Strategic Plan 2017/2018 – 2021/2022 and by extension the 2017/2018 Annual Plan in consultation with stakeholders to best guide the activities of the NCHE thereby ensuring effective and efficient coordination of Higher Education in Namibia.

Amongst the major outcomes for the period under review, was the promotion of evidence based planning as the Statistical Year Book, the Graduate Survey Report, the Higher Education Indicator Report were compiled. A Public Lecture was also conducted. The Funding Formula, was applied a tool to guide the line Ministry and the Ministry of Finance in the allocation of the 2017/18 Government subsidy to the two public universities, UNAM and NUST.

As chairperson of the Council I would therefore, like to thank all our stakeholders for their contributions that enabled the NCHE, to fulfil its mandate as pre-activities reported in this Annual report.


.....

PROF LISCHEN HAOSSES-GORASES

CHAIRPERSON: NCHE



Message from the Executive Director

This Annual Report will be the last under my authorship. The journey as Executive Director of the NCHE Secretariat started in 2010. It was indeed a journey filled with wonderful memories that I will cherish forever. Since 2010 the Secretariat has grown tremendously. We managed to recruit staff members who are efficient in the implementation of the NCHE mandate.

The year under review was once again filled with a lot of positives for the NCHE and the Secretariat. The appointment of the Fourth National Council for Higher Education was a highlight during this review period. Another highlight was the finalisation of the NCHE – House Phase I construction. This would pave the way for the Secretariat to relocate to a permanent facility.

During the year under review, we managed to meet most of the set target. There was however slow financial execution rate, mainly due to the delays in the construction project. Bureaucratic delays in the processing of the Higher Education Amendment Bill also continued to hamper the efficiency of the NCHE in terms of coordination and policy related activities.

In conclusion, my wish is that the Council and its Committees will continue to provide guidance and support to the Secretariat to enable it to achieve the set targets. I thank the staff members for their commitment, dedication and hard work over the years. To the stakeholders in the higher education sector, especially the higher education institutions, your unwavering support and collaboration is highly appreciated.

Adios!


MR. MOCKS SHIVUTE
EXECUTIVE DIRECTOR

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

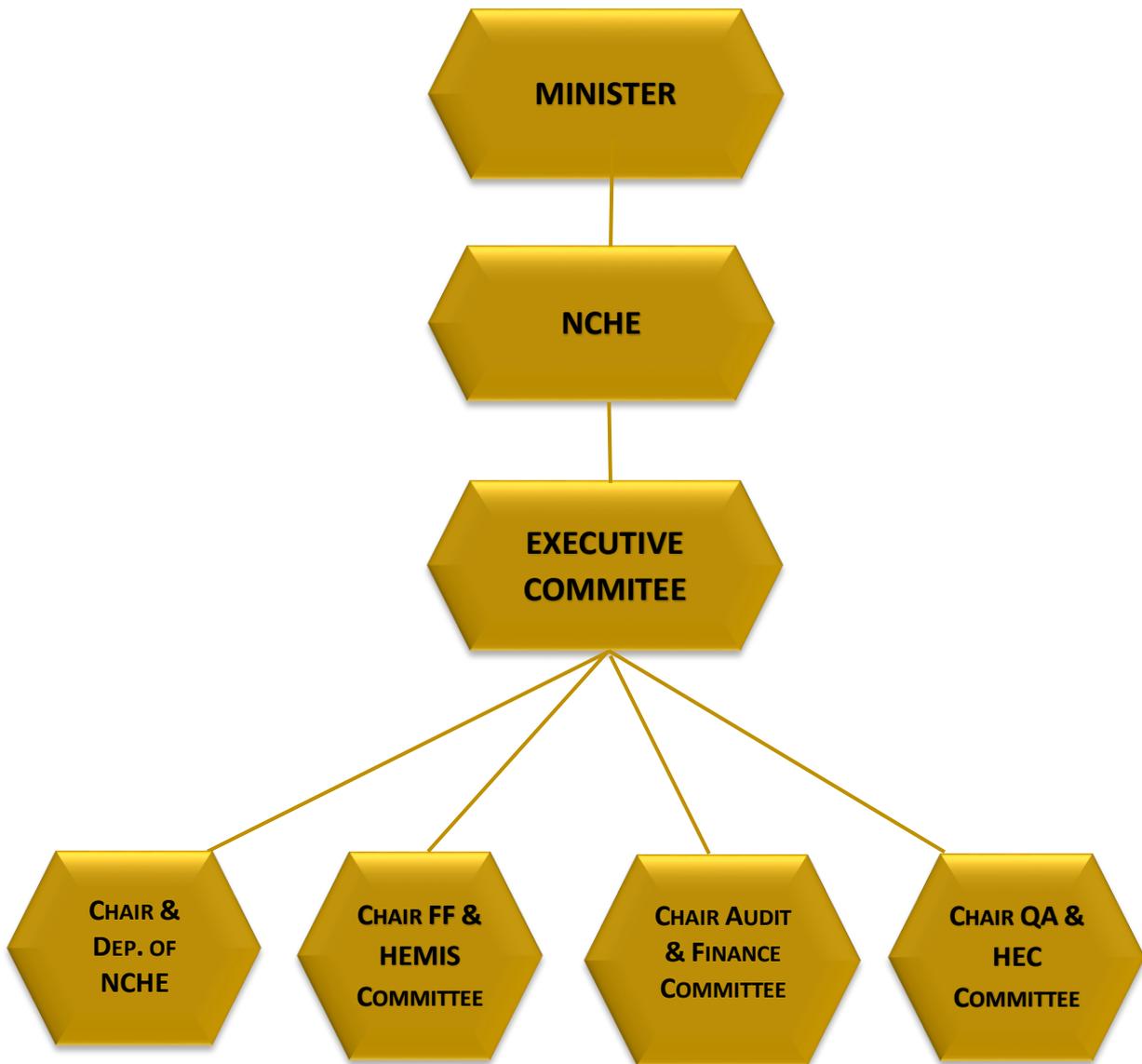
The Councils' functions, subject to the Higher Education Act, are:

- 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).

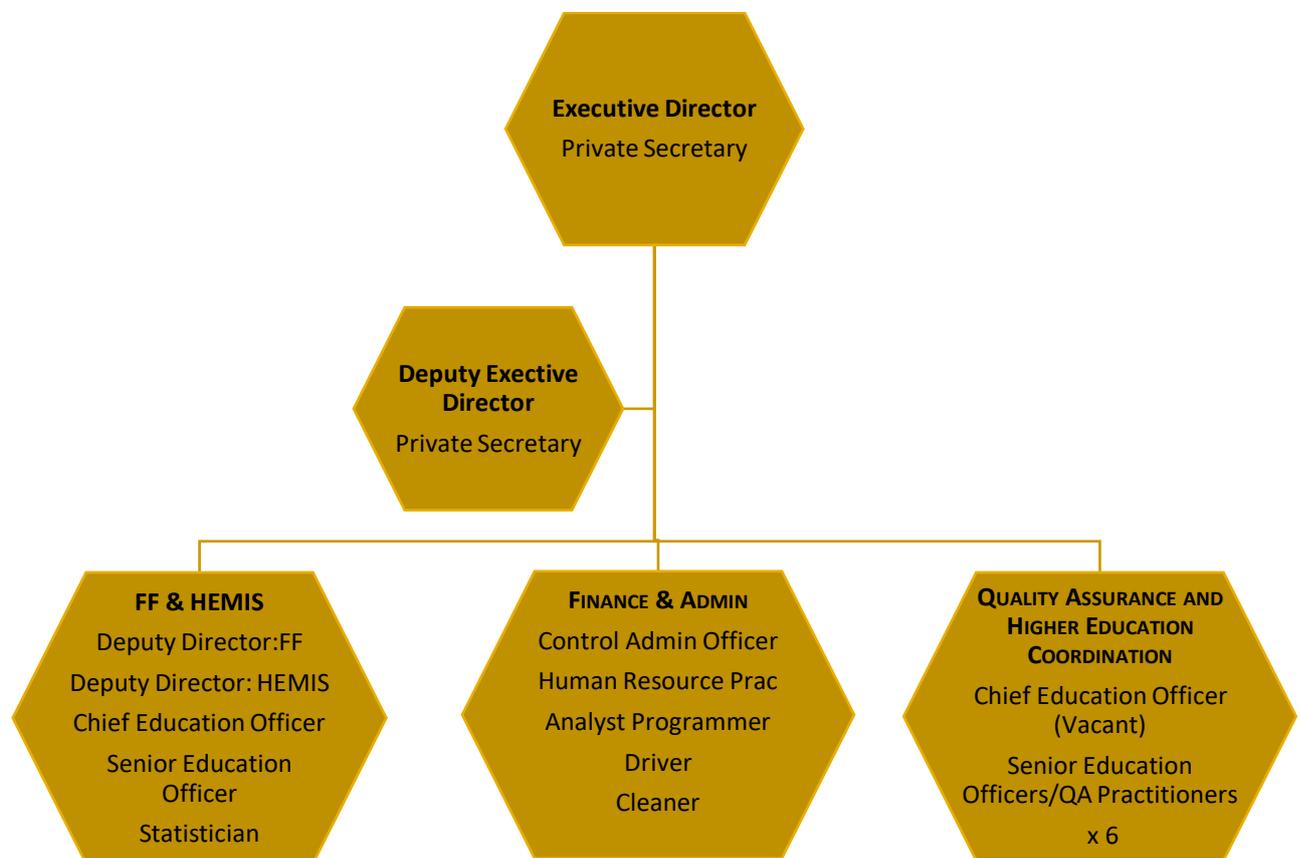
The Executive Committee consists of the Council Chairperson and Deputy Chairperson, together with the Chairpersons of the Committees. Currently the Council has three (3) Committees, i.e. Audit and Finance Committee, Quality Assurance & Higher Education Coordinating Committee and Funding Framework & HEMIS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



Seated fltr: Honorable Minister of HETI Dr. Iita Kandji-Murangi, Prof. Lischen Haoses Gorases, Deputy Minister of HETI Dr. Becky Ndjoze-Ojo, Dr. Samuel John at a group photo session of the 4th Council of National Council for Higher Education in Windhoek, December 2017.

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 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.



All vacant positions of the secretariat were filled during the period under review except for the position of Chief Higher Education Officer: Quality Assurance as it was affected by the moratorium on filling of vacancies in the Public Service.

Performance Report

1. Coordination of the Higher Education System

1.1 Higher Education Policy

A national stakeholder consultation workshop on the National Policy on Higher Education in Namibia was conducted in June 2017. The comments that emanated from the workshop were incorporated, and the draft document was submitted to the Line Minister for further consultation at ministerial/ policy level.

1.2 Institutional Designation Criteria

The document on the draft criteria for institutional designation that was developed some years ago, was shared with all private and public higher education institutions, as well as other stakeholders for inputs and their comments were incorporated. In May 2017, the Line Ministry sought advice from the Ministry of Justice legislation of criteria. The Ministry of Justice advised that the Higher Education Act, Act 26 of 2003, will have to be ammended in order to make provision for the making of such criteria by the Minister.

1.3 Higher Education Amendment Bill

The urgency of processing the Higher Education Amendment Bill was discussed at several management meetings of the Line Ministry; however, it was decided that such processing would be considered within the framework of the Ministry-wide legal framework review.

2. Promotion of Evidence based Planning

2.1 Annual Public Lecture Conducted

A public lecture with a theme ***“Sustainable Models of Internal and External Quality Assurance Framework in Higher Education”*** was held on 15 March 2018. Representatives from Higher Education Institutions and from a

professional bodies served as panellists. Dr Joseph Cossam from the Uganda-based Inter-University Council for East Africa presented the keynote address.



Participants during the 2017/18 Public Lecture

The lecture concluded that while there was no ideal Model which can be a panacea in terms of sustainable internal or external quality assurance frameworks, the commitment of higher education institutions to quality management was important. It was also noted that it is imperative that the leadership of higher education systems build a culture of internal quality assurance so that striving for high quality becomes everybody's business in the institutions. Furthermore, it is also important to ensure that external and internal quality assurance frameworks operate symbiotically and that the education offered in the country continues to respond to the dynamic needs of the nation, regardless of the many different Models of higher education.

2.2 Annual Higher Education Statistics

The Namibia Higher Education Statistical Yearbook (NHESY) serves as a tool for the monitoring of internal efficiencies in higher education institutions. The document provides information for tracking enrolment and retention rates as well as staff capacity, on an annual basis. According to the 2016 NHESY compiled during the year under review, examination results in public higher education institutions revealed an upward trend in terms of the proportion of students who passed examinations, including those who graduated.

At the same time, it is also observed that the failure rate is still considerably high at 23.6 per cent. This high repetition rate can be construed as wastages of higher education investments because the resources used by repeating students could have been used on the new students, thereby also hampering equitable access.

The detailed publication of the 2016 NHESY and those of previous years are available in electronic format from the NCHE website, www.nche.org.na.

2.3 National Graduate Survey

External efficiency in higher education is evaluated through tracer studies of graduates, sometimes after they have completed studies. A tracer study (referred to as National Graduate Survey) was launched and conducted during the 2016/17 financial year, targeting graduates who completed their studies in 2012 and 2013. The three Universities, namely UNAM, NUST and the International University of Management (IUM) participated in the study.



Participants at the National Graduate Survey launch

From the report that was compiled during the year under review, the results show that 83 per cent of the respondents were employed at the time of the survey. Furthermore, results show that the graduates who participated in the survey generally expressed satisfaction with the study conditions at their institutions and rated the usefulness of the study programme to their current employment high. The possibility to use knowledge and skills acquired during studies was also rated as high.

2.3 Higher Education Indicator Report

The Namibia Higher Education Key Indicators report was compiled during the 2017/18 financial year to provide a five-year trend (2012 – 2016) while drawing comparison between the national and international data. The report depicts the status of higher education in Namibia over a five-year period, highlight changes over time; and identify challenges that hinder progress so as to improve overall attainment in higher education. The report further examines the enrolment trends; equality; quality; efficiency; and financial investments in higher education. The results are presented in such a way that it takes into account the needs of various stakeholders, locally and internationally.

3. Improvement of the Quality of the Higher Education System

3.1 Registration of Private Higher Education Institutions

Training on the process of registering private higher education institutions was provided to staff members of two private higher education institutions. Four private higher education institutions submitted applications for registration in the 2017/18 financial year. These applications were still under review by the end of the reporting period.

3.2 Institutional Audit

Orientation on institutional quality audit was provided to the management and staff of the Monitronic Success College. Considering that the College was due for re-accreditation by the Namibia Qualifications Authority (NQA) in 2017, NCHE and NQA decided to conduct joint institutional audit of the College, within the framework of the existing Memorandum of Understanding between the two institutions. By the end of the financial year, preparations to conduct a joint audit with NQA were at an advanced stage.

3.3 Academic Programme Accreditation at Namibia University of Science and Technology and the University of Namibia

A total of twenty (20) programmes were submitted for accreditation and underwent the review exercise. Among the reviewed programmes, eleven (11) were from UNAM and nine (9) from NUST. Review Panel members were drawn from local and international institutions of higher education, external quality assurance bodies; industry; professional bodies; and student representatives. NCHE and the Institute of Chartered Accountants of Namibia (ICAN) conducted a joined review of the UNAM the Bachelor of Accounting (Chartered

Accountancy). This exercise was technically supported by the South African Institute of Chartered Accountants (SAICA).

3.4 Training and Research Capacity Development at Public Higher Education Institutions

NCHE has been administering the then Education and Training Sector Improvement Programme (ETSIP) Staff Development scheme for upgrading/improving the qualifications of academic staff at the two public higher education institutions. The ETSIP project came to an end in 2015/2016 and due to the lack of budgetary allocation to facilitate logical conclusion of ongoing studies, NCHE, on the request of the Line Ministry, undertook to utilise own budget. By the end of the 2017/18 financial year, there were 24 academic staff, 15 from UNAM and 9 from NUST. Out of these 3 completed studies, 2 PhD and 1 Masters Degree. A total of 6 academic staff members at the two public institutions either resigned, dropped out of the programme or found other sources of funding. Thus, only 15 members remained on the scheme at the end of the financial year (2017/18).

3.5 Harmonisation, Realignment and Sequencing of National System and Policies/ Guidelines for Quality Assurance

A Memorandum of Understanding (MoU) was concluded with ICAN in June 2017. The MoU focuses on quality assurance of institutions and programmes in the field of Accounting. An Integrated Accreditation Manual for New and Continued Accreditation Applications has been developed and was implemented on the UNAM Bachelor of Accounting (Chartered Stream) Programme in October 2017.



Executive Director of the NCHE Secretariat, Mocks Shivute and Chief Executive Officer of ICAN Secretariat, Koos du Toit signed the MoU

Based on existing MoU between NCHE and NQA consultation has been initiated with NQA to streamline and integrate areas of mutual interest. Institutional audit has been identified as one of the areas for which integrated/ joint initiatives can be implemented.

4. Ensuring Affordable Access and Equitable Allocation of Funds to Public Higher Education

4.1 Operationalisation of the Tuition Fees System

The automated model for collecting, simulating and central adjustment of tuition fees at public higher education institutions that was developed in 2016 has been developed and piloted with data from UNAM and NUST during the period under review.

With this system, NCHE will be able to monitor conformity to adjusted tuition fees at UNAM and NUST. The system also includes a portal through which the public is able to view and compare fees of different higher education institutions.

4.2 Funding Formula for Operational Costs

The Funding Formula for public higher education institutions was operationalised in the 2016/17. The persisting adverse economic conditions that affected the State Revenue during the period under review made full implementation of the Funding Framework impossible. However, efforts to estimate funding for public higher education institutions, using the Funding Formula continued. It should however be noted that implementation of the Funding Framework depends on close collaboration between the NCHE Secretariat and the budget officials in the Line Ministry on one hand, and between the Line Ministry and the Ministry of Finance on the other hand. This is important to so that even if the Funding Framework estimates cannot be fully implemented, the agreed allocations should still be systematic and transparent.

4.3 Development Support and Cooperation

NCHE continued with the implementation the African Development Bank (AfDB) funded Capacity Building Project. The project aims at supporting

implementation of the quality assurance system for higher education in Namibia.

By the end of the reporting period, NCHE procured the services of two short-term Technical Assistants (TAs) for the review of the national quality assurance system for higher education in Namibia and for institutional audit, respectively. The TAs conducted orientation workshops for staff members of the NCHE Secretariat, NQA and the higher education institutions.

5. Enhanced Organisational Performance

5.1 Human Resources Management

The NCHE second Strategic Plan (2013/14 - 2016/17) ended in March 2017. Following its expiry, NCHE then conducted stakeholders and employee surveys to gauge opinions for future improvements. Useful ideas were provided and used as input in the design of the Strategic Plan.

In line with the Performance Management Policy, NCHE formulated a Five-Year Strategic Plan (2017/18 - 2021/22). The new Strategic Plan includes revised high level statements (Mission, Vision and Objectives), in response to the national and international developmental needs. The Annual Plan for 2017/18 was adapted from the Strategic Plan and cascaded to the Functional Units. To promote cohesiveness, teamwork and staff wellness, the Secretariat adopted staff Induction Guide; Employee Wellness Policy. An Exit Interview Guide was also developed for the purpose of continuous improvement.

Effort has been maintained to ensure that all positions are filled. The following positions were filled during the period under review;

- Education Officer Grade 5 Funding Framework (FF),
- Statistician Grade 7 (HEMIS),
- Education Officer Grade 6 (HEMIS),
- Private Secretary Grade 9 (FF & HEMIS),
- 4 x Education Officer Grade 6 (Quality Assurance Practitioners).

The position for Education Officer Grade 5 (Quality Assurance) remained vacant, due the wider Public Service moratorium on filling of vacancies.

5.2 Human Resources Development

During the period under review, staff members attended workshops and conferences on:

- Quality Assurance in Higher Education, August 2017;
- Higher Education Management Information Systems Foundations and HEMIS Institute 2017 in South Africa, August 2017;
- The 9th International Conference on Quality Assurance in Higher Education in Africa (ICQAHEA) in Ghana, September 2017;
- The 24th Southern African Association of Institutional Research conference and South African Higher Education Learning Analytics in Windhoek, October 2017;
- Industry Linkages, covering “Governance in Higher Education, Development of Strategic Plans in Higher Education and Development of Entrepreneurship in Higher Education” in Ethiopia, February 2018;
- Good Quality Assurance Practice in Sudan, March 2018.

5.3 ICT Infrastructure

The NCHE website was refurbished for the purpose of better appearance and user friendliness to the general public. New computer equipment was also procured to enhance efficiency of the Secretariat’s work.

5.4 Financial Management and Control

To compensate for the time lost during the commencement of the AfDB funded project, the implementation period was extended by 12 months to 30 September 2019. The project account was audited and the Annual Financial Statements (2016/17) and Report to Management were shared with AfDB. NCHE regular accounts for the financial year 2016/17 were also audited during the period under review.

The 2016/17 Accountability report and budget estimates for 2018/19- 20/21 MTEF period were submitted to the Line Ministry as contribution to the Budget preparation.

5.5 Asset Management

By the end of the financial year, the Asset Register was up to date. Updating the Asset Register is a continuous process whereby newly procured assets are added on, and obsolete or lost assets are removed. The inventory sheets in all offices were also updated.

The NCHE Procurement Plan was prepared and filed with the Procurement Policy Unit in the Ministry of Finance. The procurement plan was executed with few shortcomings, mainly related to understanding and interpretation of the procurement guidelines.

5.6 Capital Projects – NCHE House

A company was contracted to carry out the remedial work under Phase I of office construction. Practical completion was achieved in March 2018, and the building was declared fit for occupation.

By the end of the financial year, construction of phase II had not yet commenced but the Quantity Surveyor had completed the Bill of Quantities which was submitted to the Ministry of Works, for approval. The delay in construction has adversely affected financial expenditure.

Challenges Encountered

The implementation of the 2017/2018 Strategic Plan faced the following challenges:

- Paucity of governing council led to delay in approval of policy documents and accreditation recommendations.
- Some private higher education institutions, did not welcome the idea of sharing academic fees data on the Tuition Fees system, thereby preventing access to comparable information by the public; and
- Due to delays in office construction, the filing system was not carried out as planned, as office space was limited in the rented building.

- Delays in the tabling of the Higher Education Amendment Bill and the Higher Education Policy is currently hampering the smooth coordination of the Higher Education Sector.

**NATIONAL COUNCIL FOR HIGHER EDUCATION ANNUAL FINANCIAL
STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018**

**NATIONAL COUNCIL FOR HIGHER EDUCATION
ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

General Information

Country of incorporation and domicile	Namibia
Council Members	Prof. Lischen Haoses-Gorases (Chairperson) Dr Anicia Peters Dr Kavindame Romanus Kawana Dr Alfred Van Kent Rev. Roderick Graham April (Alternate) Ms Ericah Shafudah Ms Angelina Nandjila Nauta-Sinvula (Alternate) Mr Andries Leevi Hungamo Mr Sylvester Mbangu (Alternate) Dr Rachel Shanyanana Mr Thikusho Mapuku (Alternate) Ms Himeesora Kaimu Dr Samuel John (Vice Chairperson) (Alternate) Mr Joseph Mukendwa Ms Mariane Hara-Gaes (Alternate) Ms Emma Inamutila Theofelus Mr Herman Walter Rutz (Alternate) Ms Ilana Calitz Ms Nangula Ipumbu (Alternate) Mr Franz Ernst Gertze Ms Asnath Katuvemuine Kaperu (Alternate) Ms Toini Victoria Peyavali Nauyoma Ms Maria Kamati Nangolo (Alternate) Ms Taimi Kapelwa Dr Ananias Iita Prof Geoffrey Elifadhi Kiangi Dr L. Van den Berg (Alternate) Mr Daniel Siremo Trum Ms Silvia Kalinda Chidunka (Alternate)
Auditor	PricewaterhouseCoopers Registered Accountants and Auditors Chartered Accountants (Namibia)

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

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

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Detailed Statement of Comprehensive Income	22 - 23

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Council Members' Responsibilities and Approval

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 International Financial Reporting Standard for Small and Medium-sized Entities. The external auditor's is engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

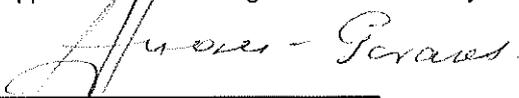
The Council Members acknowledge that they are ultimately responsible for the system of internal financial control established by the council and place considerable importance on maintaining a strong control environment. To enable the Council Members to meet these responsibilities, the sets standards 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 2019 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.

The external auditor's are responsible for independently auditing and reporting on the council's annual financial statements. The annual financial statements have been examined by the council's external auditor's and their report is presented on pages 4 - 6.

The annual financial statements set out on pages 7 to 23, which have been prepared on the going concern basis, were approved and were signed on its behalf by:



Prof. Lischen Haoses-Gorases (Chairperson)



Ms Taimi Kapelwa (Chairperson of Audit and Finance Committee)

Windhoek

Date: 1. October 2019.

Independent auditor's report

To the Members of National Council for Higher Education

Our opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of National Council for Higher Education (the Council) as at 31 March 2018, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards for Small and Medium-sized Entities and the requirements of the Higher Education Act, 2003.

What we have audited

National Council for Higher Education's financial statements set out on pages 7 to 21 comprise:

- the Council Members' report for the year ended 31 March 2018;
 - the statement of financial position as at 31 March 2018;
 - the statement of surplus or deficit and other comprehensive income for the year then ended;
 - the statement of changes in equity for the year then ended;
 - the statement of cash flows for the year then ended; and
 - the notes to the financial statements, which include a summary of significant accounting policies.
-

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

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

Independence

We are independent of the Council in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants *Code of Ethics for Professional Accountants (Revised July 2016)*, parts 1 and 3 of the International Ethics Standards Board for Accountants *International Code of Ethics for Professional Accountants (including International Independence Standards) (Revised July 2018)* (Code of Conduct) and other independence requirements applicable to performing audits of financial statements in Namibia. We have fulfilled our other ethical responsibilities in accordance with the Code of Conduct and in accordance with other ethical requirements applicable to performing audits in Namibia.

Other information

The Council Members are responsible for the other information. The other information comprises the information included in the document titled "annual financial statements of National Council for Higher Education for the year ended 31 March 2018". The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

PricewaterhouseCoopers, Registered Auditors, 344 Independence Avenue, Windhoek, P O Box 1571, Windhoek, Namibia Practice Number 9406, T: +264 (61) 284 1000, F: +264 (61) 284 1001, www.pwc.com/na

Responsibilities of the Council Members for the financial statements

The Council Members are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards for Small and Medium-sized Entities and the requirements of the Higher Education Act, 2003, and for such internal control as the Council Members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council Members are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council Members either intend to liquidate the Council or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council Members.
- Conclude on the appropriateness of the Council Members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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We communicate with the Council Members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



PricewaterhouseCoopers
Registered Accountants and Auditors
Chartered Accountants (Namibia)

Per: Samuel N Ndahangwapo
Partner

Windhoek

Date: 03/10/2019

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Country Senior Partner: R Nangula Uaandja
Partners: Louis van der Riet, Anna EJ Rossouw, Chantell N Husselmann, Gerrit Esterhuyse, Samuel N Ndahangwapo, Hans F Hashagen, Johannes P Nel, Trofimus Shapange, Hannes van den Berg

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Council Members' Report

The Council Members have pleasure in submitting their report on the annual financial statements of National Council for Higher Education for the year ended 31 March 2018.

1. Nature of business

The activities of the Council comprises of:

- Promoting the establishment of a co-ordinated higher education system;
- Promoting access of students to higher education institutions;
- Promoting quality assurance in higher education;
- Advising 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 financial statements and do not in our opinion require any further comment.

2. Events after the reporting period

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

3. Going concern

The Council Members believe that the Council has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The Council Members have satisfied themselves that the Council is in a fair financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The Council Members are not aware of any new material changes that may adversely impact the Council. The Council Members are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the Council.

4. Auditors

PricewaterhouseCoopers continued in office as auditors for the Council for 2018.

5. Council Members

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

3rd Council Term Ended on 01 December 2017

Dr Kalumbi Shangula

Prof. Lischen Haoses-Gorases (Chairperson)

Mr Alfred Ilukena

Ms Ester Akwaake

Prof Rehabeam Auala

Mr Basilius Kasera

Ms Barbara van der Westhuizen (Chairperson: Audit & Finance Committee)

Dr Miriam Hamunyela

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Council Members' Report

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

4th Council Appointed on 01 December 2017

Prof. Lischen Haoses-Gorases (Chairperson)

Dr Anicia Peters

Dr Kavindame Romanus Kawana

Dr Alfred Van Kent

Rev. Roderick Graham April (Alternate)

Ms Ericah Shafudah

Ms Angelina Nandjila Nauta-Sinvula (Alternate)

Mr Andries Leevi Hungamo

Mr Sylvester Mbangu (Alternate)

Dr Rachel Shanyanana

Mr Thikushe Mapuku (Alternate)

Ms Himeesora Kaimu

Dr Samuel John (Vice Chairperson) (Alternate)

Mr Joseph Mukendwa

Ms Mariane Hara-Gaes (Alternate)

Ms Emma Inamutila Theofelus

Mr Herman Walter Rutz (Alternate)

Ms Ilana Calitz

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Council Members' Report

Ms Nangula Iipumbu (Alternate)

Mr Franz Ernst Gertze

Ms Asnath Katuvemuine Kaperu (Alternate)

Ms Toini Victoria Peyavali Nauyoma

Ms Maria Kamati Nangolo (Alternate)

Ms Taimi Kapelwa

Dr Ananias Iita

Prof Geoffrey Elifadhi Kiangi

Dr L. Van den Berg (Alternate)

Mr Daniel Siremo Trum

Ms Silvia Kalinda Chidunka (Alternate)

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Statement of Financial Position as at 31 March 2018

	Note(s)	2018 N\$	2017 N\$
Assets			
Non-Current Assets			
Property, plant and equipment	2	18,934,303	17,716,480
Other financial assets	3	27,114,058	24,850,830
		<u>46,048,361</u>	<u>42,567,310</u>
Current Assets			
Trade and other receivables	4	109,250	26,354
Cash and cash equivalents	5	37,850,733	28,301,659
		<u>37,959,983</u>	<u>28,328,013</u>
Total Assets		<u>84,008,344</u>	<u>70,895,323</u>
Equity and Liabilities			
Equity			
Retained income		<u>25,426,173</u>	<u>16,142,345</u>
Liabilities			
Non-Current Liabilities			
Deferred income	6	54,110,249	51,110,249
Project funds	7	1,743,524	1,414,590
		<u>55,853,773</u>	<u>52,524,839</u>
Current Liabilities			
Payables	8	2,567,492	2,085,973
Provisions	9	160,906	142,166
		<u>2,728,398</u>	<u>2,228,139</u>
Total Liabilities		<u>58,582,171</u>	<u>54,752,978</u>
Total Equity and Liabilities		<u>84,008,344</u>	<u>70,895,323</u>

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Statement of Surplus or Deficit and Other Comprehensive Income

	Note(s)	2018 N\$	2017 N\$
Revenue	10	24,572,127	18,406,000
Other income	11	1,712,251	2,182,839
Operating expenses		(20,111,199)	(21,020,609)
Operating surplus (deficit)		6,173,179	(431,770)
Investment revenue	12	3,110,649	2,886,445
Gain on non-current assets held for sale or disposal groups		-	40,000
Surplus for the year		9,283,828	2,494,675

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Statement of Changes in Equity

	Retained income N\$	Total equity N\$
Balance at 01 April 2016	13,647,670	13,647,670
Surplus for the year	2,494,675	2,494,675
Balance at 01 April 2017	16,142,345	16,142,345
Surplus for the year	9,283,828	9,283,828
Balance at 31 March 2018	25,426,173	25,426,173

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Statement of Cash Flows

	Note(s)	2018 N\$	2017 N\$
Cash flows from operating activities			
Cash generated from operations	15	10,245,354	3,190,305
Interest income	12	3,110,649	2,886,445
Net cash from operating activities		<u>13,356,003</u>	<u>6,076,750</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(1,872,635)	(2,741,897)
Purchase of other financial assets	3	(2,263,228)	(2,035,017)
Net cash from investing activities		<u>(4,135,863)</u>	<u>(4,776,914)</u>
Cash flows from financing activities			
Movement in project funds	7	328,934	1,348,898
Total cash movement for the year		<u>9,549,074</u>	<u>2,648,734</u>
Cash at the beginning of the year		28,301,659	25,652,925
Total cash at end of the year	5	<u>37,850,733</u>	<u>28,301,659</u>

Accounting Policies

1. Presentation of annual financial statements

The annual financial statements have been prepared in accordance with the International Financial Reporting Standard 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 Namibian Dollar.

These accounting policies are consistent with the previous period.

1.1 Significant judgements and sources of estimation uncertainty

Critical judgements in applying accounting policies

Management did not make critical judgements in the application of accounting policies, apart from those involving estimations, which would significantly affect the annual financial statements.

Key sources of estimation uncertainty

Useful lives of property, plant and equipment

Management assess the appropriateness of the useful lives of property, plant and equipment at the end of each reporting period. The useful lives of furniture and fixtures, office equipment and IT equipment are determined based on group replacement policies for the various assets. Individual assets within these classes, which have a significant carrying amount are assessed separately to consider whether replacement will be necessary outside of normal replacement parameters.

When the estimated useful life of an asset differs from previous estimates, the change is applied prospectively in the determination of the depreciation charge.

The residual value of property, plant and equipment was estimated by management based on the specialized nature of the asset further costs to be incurred to sell it and age of the assets.

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

1.2 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, or 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 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 as follows:

Item	Depreciation method	Average useful life
Land		Indefinite
Furniture and fixtures	Straight line	10 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	5 years
IT equipment	Straight line	5 years
Other fixed assets	Straight line	5 years

Accounting Policies

1.2 Property, plant and equipment (continued)

Land is not depreciated.

The residual value, depreciation method and useful life of each asset are reviewed only where there is an indication that there has been a significant change from the previous estimate.

Gains and losses on disposals are recognised in surplus or deficit.

1.3 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the standard, are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in surplus or deficit.

Financial instruments at cost

Equity instruments that are not publicly traded and whose fair value cannot otherwise be measured reliably are measured at cost less impairment.

1.4 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership to the lessee. All other leases are operating leases.

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term unless:

- another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the payments are not on that basis, or
- the payments are structured to increase in line with expected general inflation (based on published indexes or statistics) to compensate for the lessor's expected inflationary cost increases.

Any contingent rents are expensed in the period they are incurred.

1.5 Impairment of assets

The Council assesses at each reporting date whether there is any indication that property, plant and equipment may be impaired.

Accounting Policies

1.5 Impairment of assets (continued)

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in surplus or deficit.

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 surplus or deficit.

1.6 Provisions and contingencies

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

Provisions are measured at the present value of the amount expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as interest expense.

Provisions are not recognised for future operating losses.

Contingent assets and contingent liabilities are not recognised.

1.7 Government grants

Grants that do not impose specified future performance conditions are recognised in income when the grant proceeds are receivable.

Grants that impose specified future performance conditions are recognised in income only when the performance conditions are met.

Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

Grants are measured at the fair value of the asset received or receivable.

1.8 Revenue

Revenue consists mainly of government grants.

Interest is recognised, in surplus or deficit, using the effective interest rate method.

1.9 Taxation

The Council is registered under the Promulgation of Higher Education Act, 2003 of the Parliament of Namibia and is therefore exempted from corporate tax in terms of the said Act.

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Notes to the Annual Financial Statements

2. Property, plant and equipment

	2018			2017		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Land	482,500	-	482,500	482,500	-	482,500
Furniture and fixtures	588,602	(283,899)	304,703	478,144	(256,773)	221,371
Motor vehicles	2,789,472	(1,688,108)	1,101,364	2,789,472	(1,257,242)	1,532,230
Office equipment	229,444	(129,249)	100,195	199,286	(99,259)	100,027
IT equipment	1,010,291	(536,537)	473,754	521,932	(369,585)	152,347
Assets under construction	16,471,782	-	16,471,782	15,228,122	-	15,228,122
Other fixed assets	22,498	(22,493)	5	22,498	(22,615)	(117)
Total	21,594,589	(2,660,286)	18,934,303	19,721,954	(2,005,474)	17,716,480

Reconciliation of property, plant and equipment - 2018

	Opening balance	Additions	Depreciation	Total
Land	482,500	-	-	482,500
Furniture and fixtures	221,371	110,458	(27,126)	304,703
Motor vehicles	1,532,230	-	(430,866)	1,101,364
Office equipment	100,027	30,158	(29,990)	100,195
IT equipment	152,347	488,359	(166,952)	473,754
Assets under construction	15,228,122	1,243,660	-	16,471,782
Other fixed assets	(117)	-	122	5
	17,716,480	1,872,635	(654,812)	18,934,303

Reconciliation of property, plant and equipment - 2017

	Opening balance	Additions	Depreciation	Total
Land	482,500	-	-	482,500
Furniture and fixtures	269,185	-	(47,814)	221,371
Motor vehicles	1,972,868	-	(440,638)	1,532,230
Office equipment	50,178	69,812	(19,963)	100,027
IT equipment	236,266	-	(83,919)	152,347
Assets under construction	12,556,037	2,672,085	-	15,228,122
Other fixed assets	2,133	-	(2,250)	(117)
	15,569,167	2,741,897	(594,584)	17,716,480

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Notes to the Annual Financial Statements

	2018 N\$	2017 N\$
2. Property, plant and equipment (continued)		
<i>Details of properties</i>		
ERF 6446, Haddy Street, Windhoek		
- Donated value	238,500	238,500
Erf 6445, Hoogenhout, Windhoek		
- Donated value	244,000	244,000
Land comprises of donated properties.		
Assets under construction comprises of the costs incurred for the construction of the offices of The National Council for Higher Education.		
3. Other financial assets		
Opening balance	24,850,830	22,987,018
Interest accrued	2,263,228	1,863,812
	27,114,058	24,850,830
At amortised cost		
Fixed investment - First National Bank	27,114,058	24,850,830
Non-current assets		
At amortised cost	27,114,058	24,850,830
4. Trade and other receivables		
Deposits	-	26,354
Other receivable	109,250	-
	109,250	26,354
5. Cash and cash equivalents		
Cash and cash equivalents consist of:		
Cash on hand	-	6,752
First National Bank - current account	27,172,277	4,323,399
First National Bank - call account	5,649,318	19,093,704
Development fund: (Investment account)	4,706,505	4,417,878
First National Bank - ETSIP account	322,633	459,926
	37,850,733	28,301,659

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Notes to the Annual Financial Statements

	2018	2017
	N\$	N\$
6. Deferred income		
The deferred income balance comprises of the donated properties Erf 6446 and Erf 6445, and capital funds received from the Ministry of Higher Education, Training and Innovation for the capital development of the National Council for Higher Education's new offices being constructed.		
Opening balance	51,110,249	48,110,249
Movement in deferred income	3,000,000	3,000,000
	54,110,249	51,110,249

7. Project funds

	<i>Opening balance</i>	<i>Fund received</i>	<i>Paid out</i>	<i>Closing balance</i>
2018				
African Development Bank	1,414,590	1,712,251	(1,383,317)	1,743,524
	1,414,590	1,712,251	(1,383,317)	1,743,524
2017				
Quality assurance	65,692	-	(65,692)	-
African Development Bank	-	3,597,429	(2,182,839)	1,414,590
	65,692	3,597,429	(2,248,531)	1,414,590

ETSIP funds are funds received from the Ministry of Higher Education, Training and Innovation to be administered for staff development at Public Higher Education Institutions, quality assurance and strategic planning to accomplish the 15 year special programme of the government to improve the quality of education in the country.

Since 2009, NCHE has been tasked with the responsibility of administering the Education and Training Sector Improvement Programme (ETSIP) Staff Development Fund for upgrading/improving the qualifications of academic staff at the two public higher education institutions. ETSIP came to an end in 2015/16. However, The Line Ministry has since requested NCHE to continue funding (using own budget) academic staff on training so as to ensure logical conclusion of studies while waiting for replenishment of funds from other sources.

Africa Development Bank Project Funding

The overall goal of the project funding is to improve the quality of the higher education and training system in Namibia. The project has two main components: Strengthening the national capacity of the NCHE to conduct programme accreditation and institutional audits; and Institutionalization of Tracer Studies in Higher Education Institutions (HEIs).

8. Payables

Payroll payables	271,149	28,742
Accrued leave pay	1,992,035	1,847,370
Accrued bonus	268,605	174,158
Deposits received	35,703	35,703
	2,567,492	2,085,973

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Notes to the Annual Financial Statements

	2018	2017
	N\$	N\$
9. Provisions		
<i>Reconciliation of provisions - 2018</i>		
	Opening balance	Movement
	Total	
Provision for severance pay	142,166	18,740
	<u>142,166</u>	<u>160,906</u>
<i>Reconciliation of provisions - 2017</i>		
	Opening balance	Movement
	Total	
Provision for severance pay	259,875	(117,709)
	<u>259,875</u>	<u>142,166</u>
10. Revenue		
Government grants	<u>24,572,127</u>	<u>18,406,000</u>
11. Other income		
Project fund and deferred income amortised to income	<u>1,712,251</u>	<u>2,182,839</u>
12. Investment revenue		
<i>Interest revenue</i>		
Interest received	<u>3,110,649</u>	<u>2,886,445</u>
13. Taxation		
The Council is registered under the Promulgation of Higher Education Act, 2003 of the Parliament of Namibia and is therefore exempted from corporate tax in terms of the said Act.		
14. Auditor's remuneration		
Fees	<u>17,035</u>	<u>112,273</u>
15. Cash generated from operations		
Surplus for the year	9,283,828	2,494,675
<i>Adjustments for:</i>		
Depreciation	654,812	594,584
Surplus on sale of non-current assets	-	(40,000)
Interest received	(3,110,649)	(2,886,445)
Movements in provisions	18,740	(117,709)
Non-cash movement in property, plant and equipment	-	40,000
<i>Changes in working capital:</i>		
Trade and other receivables	(82,896)	-
Payables	481,519	105,200
Deferred income	3,000,000	3,000,000
	<u>10,245,354</u>	<u>3,190,305</u>

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Notes to the Annual Financial Statements

	2018 N\$	2017 N\$
16. Commitments		
<i>Operating leases – as lessee (expense)</i>		
<i>Minimum lease payments due</i>		
- within one year	-	1,606,585

Operating lease payments represent rentals payable by the Council for certain of its office properties. No contingent rent is payable.

17. Related parties

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

Related party balances and transactions with entities with control, joint control or significant influence over the Council

Related party balances

Subsidy balances

Capital subsidy & donation	54,110,249	51,110,249
Project funds	1,743,524	1,414,590

Related party transactions

Government subsidy

Capital subsidy and donation	24,572,127	18,406,000
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18. Council Members' remuneration

No emoluments were paid to the Council Members or any individuals holding a prescribed office during the year.

Non-executive

2018

	Council Members' fees	Total
For services rendered	90,028	90,028

2017

	Council Members' fees	Total
For services rendered	1,138,128	1,138,128

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Detailed Statement of Comprehensive Income

	Note(s)	2018 N\$	2017 N\$
Revenue			
Government and project grants		24,572,127	18,406,000
Other income			
Project fund amortised to income		1,712,251	2,182,839
Interest received	12	3,110,649	2,886,445
Gains on non-current assets		-	40,000
		<u>4,822,900</u>	<u>5,109,284</u>
Expenses (Refer to page 23)		<u>(20,111,199)</u>	<u>(21,020,609)</u>
Surplus for the year		<u>9,283,828</u>	<u>2,494,675</u>

National Council for Higher Education
Annual Financial Statements for the year ended 31 March 2018

Detailed Statement of Comprehensive Income

	Note(s)	2018 N\$	2017 N\$
Operating expenses			
Advertising		(260,702)	(585,510)
Auditors remuneration	14	(17,035)	(112,273)
Bank charges		(15,131)	(46,520)
Catering services		(71,521)	(4,250)
Cleaning		(78,393)	(37,121)
Computer expenses		(5,599)	(24,760)
Conferences		(491,037)	(400,000)
Consulting fees		(851,247)	(1,557,370)
Depreciation		(654,812)	(594,584)
Donations		(93,811)	(98,831)
Electricity and water		(148,043)	(93,720)
Employee costs		(9,469,363)	(9,562,063)
Entertainment		(3,241)	(8,338)
Gratuity payments		(26,712)	(51,716)
Insurance		(180,483)	(176,736)
Interest paid		(5)	(1,029)
Lease rentals on operating lease		(2,139,401)	(1,606,585)
Motor vehicle expenses		(86,673)	(103,467)
Postage		(10,058)	(6,755)
Printing and stationery		(1,012,425)	(790,862)
Programme accreditation-project		(767,355)	(320,022)
Programme review-project		(59,184)	(1,107,580)
Project fund movement		51,352	(422,053)
Public lecture		(63,454)	(35,907)
Repairs and maintenance		(348,767)	(72,850)
Security		(134,010)	(5,782)
Membership fees		(79,879)	(159,213)
Telephone, fax and internet		(351,193)	(316,753)
Training		(677,318)	(940,166)
Transport and freight		(2,800)	(29,900)
Travel - international and local		(1,482,095)	(1,316,410)
Workshop expenses		(580,804)	(431,483)
		<u>(20,111,199)</u>	<u>(21,020,609)</u>