



# ESHEC

ESWATINI HIGHER  
EDUCATION COUNCIL

*Ensuring relevance & excellence*



**ESWATINI  
HIGHER  
EDUCATION  
COUNCIL  
ANNUAL  
PERFORMANCE  
REPORT 2022/2023**



# TABLE OF CONTENTS

<b>COUNCIL CHAIRPERSON'S REMARKS.....</b>	<b>ii</b>
<b>CHIEF EXECUTIVE OFFICER'S REMARKS.....</b>	<b>iv</b>
<b>BOARD OF DIRECTORS .....</b>	<b>vi</b>
<b>CORPORATE STATEMENTS .....</b>	<b>1</b>
Vision Statement.....	1
Mission Statement.....	1
Values .....	1
<b>ESTABLISHMENT OF ESHEC.....</b>	<b>2</b>
ESHEC Intervention Logic.....	3
Definition of Higher Education.....	3
<b>STATUTORY FUNCTIONS.....</b>	<b>4</b>
<b>REGULATORY FRAMEWORK (GUIDELINES AND STANDARDS).....</b>	<b>6</b>
Development of ESHEC Strategic Plan for 2023 to 2025 .....	7
Development of the Higher Education Policy .....	7
Development of standards for assessment of online institutions and programmes for accreditation .....	8
Development of guidelines for non-credit bearing short courses .....	8
Review of the Higher Education Institutions Fees Structure .....	8
<b>DESCRIPTION OF THE ACTIVITIES.....</b>	<b>9</b>
Introduction.....	10
Administration.....	11
Governance .....	11
Quality Assurance .....	12
Institutional Assessments for Public Institutions.....	16
Research, Monitoring and Publications (RMP) .....	18
Continental Activities.....	20
Advocacy and Communications (AC).....	21
ESHEC IT Services.....	23
Risks, Challenges and Way Forward .....	24
Way Forward.....	24
<b>AUDITED FINANCIAL STATEMENTS.....</b>	<b>26</b>

# COUNCIL CHAIRPERSON'S REMARKS




***“I would also like to acknowledge all the stakeholders who have throughout the year availed themselves in engagements about the future of ESHEC. All their inputs have been taken into account by the organisation when crafting policies and strategies that will propel the operations forward for mutual benefit.”***

It is with great honour and extreme pleasure that I present the ESwatini Higher Education Council's Annual Report for the period 2022/23. This I do on behalf of the Board, Management and Staff of ESHEC who have all worked tirelessly and with outstanding dedication to the organization's growth and to ensuring its effectiveness and meaningful contribution to the Higher Education sector in this country.

The reporting year has not been without challenges, but I am delighted to declare that ESHEC has ably repositioned its operations and strategies to eventually emerge with an overall positive performance. In past years, the full functions of ESHEC as contained in Section 5 of the Higher Education Act of 2013 could not be fully implemented owing to lack of financial capacity which was evidenced by the lack of personnel to carry out basic requirements of the Act. In the 2022/2023 financial year, the Eswatini Government made a financial commitment to the Higher Education sector through an improved subvention. This propelled ESHEC to become a hub of activity. The most significant one has been the recruitment of a CEO of the entity in August 2022, fulfilling the basic requirement for the ESHEC to be a Government Parastatal.

As a new parastatal, ESHEC started the development of its organisational strategy (2023 to 2026) which will advance the ESHEC's operational purpose and strategic intents. One can now confidently submit that ESHEC then ventured more into her functions as required by the 2013 Act. This has enabled her to carry out the necessary institutional and programme assessments in order to ensure registration and accreditation of higher education institutions and programmes. ESHEC has also recruited necessary personnel to ensure quality in the sector and to ensure periodic monitoring of Higher Education Institutions for compliance with ESHEC Standards. In this financial year, ESHEC stepped out to position herself as an enabler and facilitator and established the advocacy and communications function. This function is responsible for extending ESHEC to higher education institutions and facilitating interface with stakeholders like Government ministries, industry and the public.

Amongst the challenges of this financial year is the backlog in terms of assessing of higher education institutions and programmes for accreditation. Since 2015 ESHEC has conducted institutional and programme assessments for over 40 higher education institutions. Most of these received provisional registration to



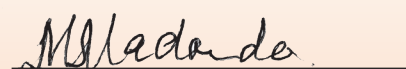
establish and operate for a period not exceeding two years. After the provisional registration institutions reapply for full registration and another assessment is conducted. Full registration is granted to institutions that have operated for a period of 5 years under the full registration certificate and has proven to meet all quality standards. By the end of this annual year, ESHEC had not been able to eliminate the backlog because the ESHEC staff was not recruited until February and March 2023.

On another note, as we came out of the devastating Covid-19 pandemic, the Higher Education Sector faced the local political unrest situation that in one form or another adversely impacted them. For those Higher Education Institutions which were in distress ESHEC attempted to provide guidance. This was done through interventions such as ensuring that they venture into online learning and development of credible rescue plans. We are pleased to report that such a gesture has greatly helped stabilise a lot of the affected institutions and ensured continuity.

I would also like to acknowledge all the stakeholders who have throughout the year availed themselves in engagements about the future of ESHEC. All their inputs have been

taken into account by the organisation when crafting policies and strategies that will propel the operations forward for mutual benefit.

Finally, my thanks go to the Honourable Minister of Education and Training, Hon. Lady Howard, for the interest and effort she has shown in the business of ESHEC since she assumed office. Gratitude is also extended to my colleagues, the Board who have offered their service to drive this train so well through their term of office. The guidance and direction they have given over the years towards forging a positive growth path for the organisation has truly been invaluable. I also wish to commend our Board Committees; the Finance Committee and the Academic and Planning Committee, for all the expert advice they have given to the Board. Compliments also goes to the Management and Staff for their day to day duties executing the various operational tasks of ESHEC, ensuring that the organisation moves to the levels we have reached today while offering quality service to the Higher Education Sector. May we all have a prosperous and productive year ahead with even greater achievements for ESHEC



**Makhosazana Madondo**  
Chairperson



# CHIEF EXECUTIVE OFFICER'S REMARKS



***“ESHEC established a research, monitoring and publications function in this financial year. Higher Education is expected to play an important and increasing role in the development of Human Capital of the nation.”***

**T**he new CEO joined ESHEC in August 2022. The Eswatini Higher Education sub sector has remained largely unresponsive to the needs of the economy. In most parts of the world, more systematic approaches to quality in higher education have been at the forefront of higher education. This means that ESHEC has a mammoth task to first of all provide an institutional framework to address the strategic goal of formalising quality assurance processes in higher education systems for relevance, consistency, comparability and continuity.

In this financial year ESHEC started to develop its Strategy for 2023 to 2026. The broad intention of the strategy is relevance and quality of the higher education sub sector. ESHEC's intent is to directly contribute to the Eswatini's economic growth through human capital development by ensuring that programs address skills shortage within Eswatini ensure graduate mobility through a globally comparative higher education. Another intent is to influence government policy on higher education, generate evidence to be able to effectively consult government on issues of higher education, and ensure be proactive skills anticipation research, working with other Government Ministries, employer bodies and professional bodies.

ESHEC has strengthened her efforts to ensure a Quality Assurance Culture in Eswatini Higher Education Institutions through deliberate focus on capacity building of HEIs. This aligns with the expectations of regional, continental and international Higher Education Quality Assurance bodies. ESHEC retrained institutions on developing quality learning programmes using learning outcomes and notional hours approach. ESHEC noted that institutions were failing to comply with quality assurance standards because most of them did not have internal quality assurance structures. ESHEC focused efforts on building the capacity of both private and public to set up internal quality assurance mechanisms in their different institutions. ESHEC is an external quality assurance mechanism, but institutions have to set up their own internal quality assurance structures. Such an office helps coordinate quality assurance within an institution. ESHEC also realised the need to capacitate institutions on preparing self-assessment reports. This is a report that is prepared by an institution when doing its self-evaluation prior to be assessed by ESHEC and is based on the 12 Quality Assurance standards. This exercise is meant for self-improvement as institutions are able to measure themselves with regards to adherence



***ESHEC has had an eventful 2022/2023 and looks forward to the implementing its transformative strategy which will be launched in August 2023. ESHEC further looks forward to engaging industry and professional bodies in the determination of new programmes that are relevant to the Eswatini economy.***



to the standards set by the Higher Education Regulator.

In order to ensure deliberate focus on information management and data analytics which is using data and evidence to develop, manage, monitor and report on internal quality, ESHEC completed the development of an online system to improve data collection, communication with institutions, and automate quality assurance processes like applications for registration and accreditation of programmes and governance. From November 2022 ESHEC to March 2023 ESHEC trained all higher education institutions (both public and private) on the system and uploading of institutional data onto the system. For ESHEC the system provides a 360 view of all registered institutions, has introduced processes, enables real time communication and easy filing. For higher education institutions the system ensures easy file management, improved turnaround time after applications, processing of feedback from ESHEC and has eliminated manual processes and costs associated with those.

ESHEC established a research, monitoring and publications function in this financial year. Higher Education is expected to play an important and increasing role in the development of Human Capital of the nation. Therefore, the importance of research Quality Assurance enhancement and the use of data in human capital development are critical. Article 3 of the Higher Education Act requires ESHEC to advise Government and the advice contemplated in subsection 2 (a) may be on mechanisms for the allocation of public funds, student financial aid, student support services. In this financial year ESHEC developed a Research Strategy and initiated a study to assist in transforming and sustaining higher education financing and access. This study includes a cost benefit analysis of higher education in Eswatini. The study is expected to be completed in the second quarter of the 2023/2024 financial year.

One of the mandates of the Council (Article 5, (2) is the formulation of Policy on higher education and advising the ministry accordingly and also to coordinate long term planning and overall development of Higher Education. In order to facilitate deliberate focus on transforming higher education in Eswatini through a policy framework, ESHEC began the process to develop the Higher Education Policy which will be completed in the 2023/2024 financial year. The ESHEC research function also started to stimulate research through a monthly research publication on topical issues in higher education in Eswatini. The long medium term goal is for ESHEC to build scholarship in higher education through the establishment of a National Quality Assurance in Higher Education Journal. This will encourage research in higher education.

ESHEC facilitated a review of the Fees Structure for Higher Education Institutions because the current fees structure is not sustainable. The main objective of the assignment is to review the current ESHEC fees structure for the services provided to HEIs by ESHEC and propose a new one. The aim is to make it robust, competitive and professionally sustainable in alignment with the services offered by ESHEC.

ESHEC has had an eventful 2022/2023 and looks forward to the implementing its transformative strategy which will be launched in August 2023. ESHEC further looks forward to engaging industry and professional bodies in the determination of new programmes that are relevant to the Eswatini economy. This will be kick-started through a symposium to be held in August 2023.

**Dr. Loretta N. Mkhonta**  
**Chief Executive Officer**

# BOARD OF DIRECTORS



**Makhosazana Madondo**  
Chairman



**Dr. Sonene Nyawo**  
Chairperson of the Academic  
Planning and Development  
Committee



**Mfundo Msibi**  
Chairperson of the  
Finance Committee



**Makhosini Makhubu**  
Board Member



**Prof. Justice Thwala**  
Board Member



**Dr. Rangarirai P. Taruvinga**  
Board Member



**Hlobisile Ndzimandze**  
Board Member



**Henry Tums Du Pont**  
Board Member



**Prof. Thuli Nhlengetfwa**  
Board Member



**Khulile Sikhondze**  
Board Member



**Matshidiso Tfwala**  
Board Member



**Gcinaphi Dlamini**  
Board Member



**Ntombifuthi Mhlongo**  
Board Member



# MANAGEMENT



**Dr. Loretta Mkhonta**  
Chief Executive Officer



**Dr. Monica Nkwanyana**  
Quality Assurance  
Manager



**Mangaliso Sifundza**  
Finance and Administration  
Manager



**Dr. Ncamsile D. Motsa**  
Research Monitoring and  
Publications Manager



**Batfobile Dlamini**  
Quality Assurance Officer



**Siphwayinkhosi Nsibande**  
Quality Assurance Officer



**Musawenkhozi Zwane**  
Quality Assurance Officer



**Nhlanhla Sigwane**  
Information Technology Officer



**Thembinkosi Mkhabela**  
Transport and Logistics Officer



**Mihla K. Khumalo**  
Advocacy and Communications  
Officer

# CORE VALUES



TEAMWORK



ST

# 1. CORPORATE STATEMENTS

The following purpose, intent and values align with the desired work ethic and demands from the Council's mandate which is entrenched in leadership, staff and as a philosophy against which decisions are based on:



## PURPOSE

We regulate and coordinate higher education to ensure that institutions produce programmes that are responsive to the socio-economic needs of the country.



## INTENT

Globally comparative higher education institutions and programmes.



## SLOGAN

Ensuring relevance and excellence



## VALUES

### Professionalism

▶ ESHEC is committed to upholding and maintaining high standards of proficiency when providing services to the nation.

### Integrity

▶ We strive for honesty, fairness and objectivity in all our dealings with HEIs and other Stakeholders.

### Partnerships

▶ We value the collective wisdom that emerges from sustainable and beneficial partnerships with public and private organisations.

### Accountability

▶ We work towards clear objectives in a transparent manner and accept responsibility for our decisions and actions.

### Responsiveness

▶ We will provide frank, impartial and timely feedback to Government, stakeholders and partnerships.



**2.**

**ESTABLISHMENT  
OF ESHEC**



# ESHEC

## ESWATINI HIGHER EDUCATION COUNCIL

*Ensuring relevance & excellence*

**T**he Eswatini Higher Education Council (ESHEC) was established in 2015 in terms of the Higher Education Act, 2013. It has the overall responsibility of regulating higher education in the country, ensuring that the sector creates high level knowledge workers necessary for stimulating the economy. It is responsible for the development and implementation of a system of quality assurance for higher education which includes registration, accreditation, institutional audits, quality promotion and standards development. The organ advises the Minister of Education and Training on higher education matters and policy as well as contribute to the development of higher education through intellectual engagement with key stakeholders; including addressing short and long term challenges facing higher education, with a view to attaining a situation in the country where there is an adequate and sustainable generation of internationally competitive skilled workforce capable of spearheading the country's production and knowledge based growth.

### **ESHEC Intervention Logic**

The decision to establish the Eswatini Higher Education Council was driven by a number of factors including:

- Lack of policy, standards and guidelines for

establishment, registration and accreditation of institutions. This resulted in mushrooming of unregulated private post-secondary education providers.

- Poor credibility and quality of existing training programmes;
- Limited interface with industry regarding programme design;

### **The overall objective of the Eswatini Higher Education Council is:**

- To regulate higher education in the country, ensuring that the sector generates productive graduates who are able to keep up with economic and societal developmental needs.

### **The purpose is:**

To enhance quality and relevance of higher education in the country.

### **Definition of Higher Education**

- The Higher Education Act defines higher education as all *learning programmes commenced after secondary education and leading to a higher qualification*. This includes all training and skills development at post-secondary level, including provision by technical and vocational education institutions, skills development centres, teacher training colleges and universities.





**3.**

**STATUTORY  
FUNCTIONS**

**T**he following is a summary of the statutory functions of ESHEC as contained in Section 5 of the Higher Education Act of 2013.

5. (1) The Council shall be responsible for the accreditation, promotion, coordination and determination of higher education, the maintenance of standards of teaching, examination and research in higher education institutions and the vetting of sources of funding of higher education institutions.
5. (2) Without prejudice to the generality of subsection (1) the Council shall among other things:
  - (a) Formulate policy on higher education and advise the Ministry accordingly.
  - (b) Coordinate the long-term planning and overall development of higher education.
  - (c) Liaise with both public and private sectors of the economy on all matters relating human resources development requirements.
  - (d) Plan for funding of higher education and research, including the recurrent and development of public higher education institutions.
  - (e) Receive and review budgets for the public higher education institutions and make recommendations to the Minister.
  - (f) Promote quality assurance in higher Education.
  - (g) Promote coordination among higher Education institutions
  - (h) Advise Government on the establishment of public and private higher education institutions
  - (i) Receive and approve applications from persons seeking to establish public and private higher education institutions
  - (j) Review and approve programmes of study in respect of public and private higher education institutions
  - (k) Accredite private and public higher education institutions
  - (l) Ensure that quality assurance procedures are in place in all higher education institutions
  - (m) Ensure the audit of physical facilities and the assessment of their adequacy in higher education institutions
  - (n) Advise the Minister on governance of higher education institutions and the higher education system; and
  - (o) Advise on any other matters related to higher education

**The advice to the Minister contemplated in subsection (2) (a) may include advice on;**

- (a) Quality promotion and quality assurance;
- (b) Research;
- (c) the structure of higher education;
- (d) The mechanism for the allocation of public funds;
- (e) Student financial aid;
- (f) Student support services; and
- (g) Fees to be charged by higher education institutions.



**4.**

**REGULATORY  
FRAMEWORK  
(GUIDELINES AND  
STANDARDS)**

In 2016 ESHEC developed an institutional framework to address the strategic goal of formalising quality assurance processes in higher education systems for consistency, comparability and continuity. This is through regulations and standards as set out in the Higher Education (general) Regulations of 2016, published in Legal Notice 14 of 2016.

1. Regulations for establishment – Outlines the requirements for establishing a higher education institution (HEI) or a qualification awarding institution. Establishment results in provisional authority to operate an HEI which is valid for two years.
2. Regulations for registration – Apply to HEI that is already operating especially under provisional authority. This includes application for amendment to the initial provisional authority like change of ownership. Under these regulations, Council can close an institution if after assessment for registration post provisional stage, it still does not meet ESHEC standards. This results in full registration of 5 years.
3. Regulations for accreditation of institutions and programmes – These guide the accreditation of new and existing programmes proposed by HEIs and guide the accreditation of institutions.
4. Institutional assessment standards – These twelve (12) standards are used to evaluate HEIs for accreditation.
5. Programmes evaluation standards – These ten (10) standards are used to evaluate programmes proposed by HEIs for accreditation.

### **Development of ESHEC Strategic plan for 2023 to 2025**

In the reporting period, ESHEC started the development of strategic plan for 2023 to 2025, to replace the previous 5 year ESHEC strategy of 2018 to 2022. The development is facilitated by OrgXpert, a consultancy based in South Africa. To develop the strategy, the consultancy and ESHEC are using Orgtology methods. Orgtology is an emergent framework of strategy formulation with a scientific approach and a practical base. The project began with a contextual analysis. In the reporting period the project undertook an understanding of the organisation and its

environment. To do so, one of the methodologies was to use the Orgtology framework's REET analysis. REET is an instrument that analyses the relationships, effectiveness, and efficiencies of, and threats to, an organisation. The REET stands for Relationship Transformation, Efficiency Optimisation, Cultural Depth and Increased value proposition. The results of this exercise were shared with management in the reporting period. ESHEC and the consultant also reviewed the previous ESHEC strategy. As part of the strategy development project, ESHEC further identified risks of its business processes and during the month of February and March 2023, successfully identified and quantified operational risks and developed the ESHEC operational risk register. The purpose of developing the risk register is to have both a risk mitigation plan and risk remedial actions incorporated into the strategic plan.

### **Development of the Higher Education Policy**

During this financial year ESHEC began the process to develop the Higher Education Policy. The project is at stakeholder engagement phase. A number of stakeholders have been engaged. These are key government ministries, all Higher Education Institutions, both private and public institutions, the Education Portfolio Committee from the House of Assembly (2018-2023), trade unions, Professional Bodies. Other stakeholders are yet to be engaged.

The development of the Higher Education Policy includes benchmarking the policy regionally, continentally and internationally. There will be two (2) desktop studies/benchmarking and benchmarking with South Africa (Council on Higher Education CHE, South African Qualifications Authority, Ministry of Higher Education, NFSAS and other higher education structures in that country. South Africa is the best choice because:

- The higher education sector in South Africa is advanced.
- There is the Council of Higher Education (CHE) and a number of organisations that deal with issues of higher education that the team and the council as a whole can benefit from.

- ▶ The Council of Higher Education (CHE) has an advanced in-house research structure than can be of benefit to the ESHEC research department.
- ▶ Despite the different contextual realities between Eswatini and South Africa, there is a lot that ESHEC can learn from South Africa for the purposes of development as individuals, as a team, an organisation and also as Eswatini.
- ▶ Some of the institutions of interest to ESHEC for the benchmarking exercise are: Council of Higher Education, South African Qualifications Authority, Ministry of Higher Education, Ministry of Education and Training Quality Authority, NSFAS and others. Discussions are at an advanced stage with the host entities.

### **Development of standards for assessment of online institutions and programmes for accreditation.**

The rising concerns of HEIs shifting to online programmes has compelled ESHEC to work on a framework to develop standards for assessing online institutions and programmes. This shift has been necessitated by the effects of the COVID-19 pandemic which crippled many institutions financially and they no longer became sustainable. Therefore, ESHEC had to design this framework to assess these online courses. ESHEC has developed the zero draft. It is awaiting benchmarking and review by internal and other critical stakeholders before submission to Council for approval.

### **Development of guidelines for non-credit bearing short courses**

Just as with the online programmes, the other concern is the growing number of short courses in HEIs. Therefore, ESHEC decided to develop guidelines for recognition of non-credit bearing short courses. ESHEC has developed the zero draft and they are also awaiting external benchmarking and stakeholder engagement. They will then be forwarded for Council review in the coming financial year. Given the new approach to quality ongoing education and training, short courses have a particular space in human capital development. They assist organizations to create accessible career and development pathways for their employees.

### **Review of the Higher Education Institutions Fees Structure**

The Higher Education Institutions' Fees structure is contained in schedule 5 of the Regulations for establishment, registration and accreditation. The current fees structure is not sustainable. The fees that ESHEC charges have not been reviewed since 2016. The main objective of the assignment is to review the current ESHEC fees structure for the services provided to HEIs then propose a new one. The aim is to make it more robust, competitive and professionally sustainable in alignment with the services offered by ESHEC. In the reporting period, the consultancy facilitated stakeholder engagements with higher education institutions, the Ministry of Education and Training and other partners. The revised structure consultancy will be completed in the next financial years (2023/2024).





**5.**

**DESCRIPTION OF  
THE ACTIVITIES**

## INTRODUCTION

The Eswatini Higher Education (ESHEC) is a body corporate established in terms of the Higher Education Act of 2013. The entity has a responsibility to develop and implement a system of quality assurance for higher education, including registration, accreditation, institutional audits, quality promotion and standards development. Below is an outline of the performance of ESHEC's planned activities, opportunities and challenges of the reporting period. ESHEC's broad strategic goals are:

### (a) **Development and Review of Higher Education Policy, regulations and guidelines**

Section 5 (2) a, b and g of the Higher education Act mandate ESHEC to ensure the development of a policy framework for the sector in order to ensure the long term planning and overall development of higher education, and advise the Ministry of Education appropriately.

### (b) **Quality Assurance of Institutions and programmes**

Using Institutional Assessment Standards and Programme Assessment standards, ESHEC conducts assessment of institutions and programmes for accreditation. The assessment process that is followed by the institutions in getting recognition/registration is outlined as follows:

A request for registration/establishment is submitted to ESHEC by an institution. A desk review is conducted which highlights the missing information on the application. Communication is sent to the institution requesting it to supply ESHEC with missing documents and further inviting the institution to a meeting where the Institutional Assessment Guidelines (used as a guide for preparing a self-evaluation report) are discussed. A self-assessment report is prepared by the institution for submission to ESHEC to gauge its performance in relation to the ESHEC's quality standards. A Review Panel is assembled by ESHEC for purposes of assessing the institution's eligibility to operate and offer its proposed programmes. ESHEC commissions the Review Panel or subject matter experts (SME) to

a site meeting with the institution. The Review Panel compiles a report which is submitted to ESHEC for approval. The report containing findings and recommendations is shared with the institution. This function of ESHEC also includes the monitoring of compliance in HEIs.

### (c) **Coordination and Capacity Building of Higher Education Institutions**

Section 5 (2) (g) of the Higher education Act of 2013 mandates ESHEC to promote coordination among higher education institutions. In addition to that, ESHEC must ensure a Quality Assurance Culture in Eswatini Higher Education Institutions through deliberate focus on capacity building of HEIs. This aligns with the expectations of regional, continental and international Higher Education Quality Assurance bodies. For instance, the Southern Africa Quality Assurance Network for Higher education (SAQAN) has identified the focus areas for its affiliates. Capacity building for Higher education Institutions is also aligned with ESHEC mandate.

### (d) **Research, Monitoring and Publications**

Therefore, the broad purpose of the monitoring and publications function is to facilitate research on pertinent issues of the higher education sector, monitor implementation of ESHEC Strategy and collate information on the development of ESHEC and higher education, and publish all research and information for the benefit of ESHEC stakeholders. In collaboration with the finance, communications and quality assurance sectors, the sector also has a resource mobilization role.

### (e) **Advocacy and Communications.**

The mandate of the sector is to develop and implement Council's advocacy and communications strategy and use the strategy to engage with ESHEC stakeholders, and proactively provide information on ESHEC to the public for effective positioning of the Council's brand and image. The role oversees Council's public relations and serves as the public relations/media liaison person. In addition the role is responsible for providing guidance to the CEO, management and council on media crisis management.

## ADMINISTRATION

In the reporting period, Council recruited the Chief Executive Officer. The recruitment was concluded by July 2022 and the CEO Dr Loretta Mkhonta joined ESHEC in August 2022. In September 2022, the Ministry of Education and Training recalled its staff who were with ESHEC since 2015 and the CEO began the process to recruit the new ESHEC staff.

Recruitment for nine (9) ESHEC positions was facilitated and concluded in the financial year. The positions are: **Finance and Administration Manager, Quality Assurance Manager, Research, Monitoring and Publications Manager, three (3) Quality Assurance Officers, Advocacy and Communication Officer, IT Officer and Transport and Logistics Officer.** Recruitment of the positions began with the usual ESPRA processes in October 2022. Recruitment was delayed and it was finalized in March 2023. The position of Resource Mobilization position did not go through the interview process. Management decided to relinquish that position after only one candidate was shortlisted for the interviews. The deliverables of the position were distributed amongst the finance, research and communications sectors.

In the reporting period ESHEC recruited part time Compliance Consultants (six in total). These are qualified professionals in education or related field, who are recently retired from full time service or not in full time service. They were trained and are being mentored by ESHEC to facilitate the maintenance of standards of teaching in higher education institutions, and support with research in higher education institutions. They conduct periodic quality reviews of both public and private higher education institutions in line with the Higher Education Act 2013 and assist institutions to implement recommended practices as per the institutional and programme accreditation reports of the institutions. The part time compliance consultants attend monthly reporting meetings with the Quality Assurance Manager at ESHEC. Recruitment began in November 2022 and was concluded in February 2023.

## GOVERNANCE

In the reporting period, ESHEC set up an electronic financial system. The following operational documents were developed: Job Descriptions for Incoming Staff, Probation Guidelines, Performance Appraisal Forms, Monthly Reporting Templates and others.

In this financial year Council approved the following policies: Procurement Policy, Fixed Asset Policy, Petty Cash Policy, Internship and Fellowship Policy and Procedure, Communications Policy.

In the reporting period, all quarterly meetings of Board Committees and Council were facilitated. Council also approved other operational requirements namely:

- ▶ Board Paper Board on Working Tools for Council Members.
- ▶ Board Paper on Staff Retreat to serve as orientation and team building.
- ▶ Board Paper on Consultancy to implement a Roll out Plan for Uploading Institutions' Data.
- ▶ Board Paper to approve the Provident Fund for staff.
- ▶ Recruitment of and Payment Schedules for Part Time Compliance Officers to monitor HEIs.
- ▶ Payment Schedule for Local and External Subject Matter Experts responsible for institutional and programme assessments.
- ▶ Payment Schedule for Technical Support and Local and External Capacity Building Expertise.

### Board Induction and Governance Training

A Board Induction and Governance Training was held on Wednesday **30th November 2022** at Royal Villas. This was in line with a PEU expectation that Parastatal Boards must be trained in Governance and in PEU Circulars and other expectations for PEs. The one-day orientation was facilitated by JBH Consultancy and by the ESHEC PEU sectoral officer.

### Tenders in the reporting Period

ESHEC is still setting up its systems and strengthening the Higher Education policy framework, as well as reviewing some of its

business processes. Most of these require ESHEC to outsource to qualified consultants to carry out the activities on behalf of ESHEC. Therefore, in a bid to initiate several activities that were planned for the 2022/2023 financial year, ESHEC developed tender documents, and submitted the tenders for review and approval by ESPPRA. Due to the absence of expertise to develop tender documents, ESHEC sought technical support for this activity. In the reporting period, ESHEC facilitated about eighteen (18) tenders which were submitted for approval to ESPPRA. In some of the instances, and due to time constraints, ESHEC applied for deviations from ESPPRA. The deviations are in line with section 6 of the Public Procurement Act of 2011 read with Regulation 5 of the Public Procurement Regulations 2020. All these consultancies are being implemented from the fourth quarter of the 2022/2023 financial year (January to March 2023) and most will be completed in the 1st quarter of the 2023/2024 financial year.

## QUALITY ASSURANCE

### Institutional and Programme Accreditation Evaluations

ESHEC continued to provide external quality assurance to higher education institutions through institutional assessments and programme accreditation evaluations. Through Review Panels comprising of subject matter experts, site visits for assessment of institutions and programmes were conducted, reports compiled and shared with the Academic Planning and Development Committee for recommendations to Council.

During the reporting period, the following institutions were visited by different review panels to ascertain their eligibility to operate and also to assess credibility of their programmes. The institutions visited were as follows: The outcome of these assessments is outlined in the table below:

Institution	Programmes Offered	Assessment Outcome
<b>Eswatini Cooperative Development College (ECODEC)</b>	Cooperative Management programmes	The assessment was carried out on 10th May 2022 and the Subject Matter expert was a professional drawn from the Commerce sector. The programmes were approved.
<b>Limkokwing University</b>	BA Professional Communication	The assessment was carried out in May 2022 and the Subject Matter Expert was a Journalism professional.  The programmes were approved with recommendations.
<b>Sicobho Skills Centre</b>	Certificate in Carpentry Certificate in Welding	The assessment was carried out on 30th June 2022 and forming the Review Panel were subject matter experts drawn from the TVET sector in Carpentry and Welding.  The institution was granted two year provisional registration to operate and its programmes were approved, with recommendations for the two years.
<b>University of Eswatini (UNESWA)</b>	Bachelor of Science in Regional and Urban Planning Post Graduate Diploma in Taxation Master of African Literature Master of Linguistics Master of Science in Computer Science	The assessment of the programmes was carried out between 29th to 30th August 2022 and 8th to 9th September 2022. The Review Panel comprised of subject matter experts drawn from Wits University, University of Cape Town, and University of Zimbabwe. The programmes were approved with recommendations.

Institution	Programmes Offered	Assessment Outcome
<b>Botho University</b>	Bachelor of Science in Network Security and Computer Forensics.	The assessment of the institution to determine its credibility for full registration was carried out in 18th October 2022 and forming the Review Panel were subject matter experts drawn from Wits University, Nelson Mandela University and UNESWA.
	Bachelor of Science in Accounting	
	Bachelor of Science in Business Management	
	Bachelor of Science in Health Information Management and Education	
	Bachelor of Science in Mobile Computing,	
	CIMA	
	ACCA	
<b>Workers College</b>	Early Childhood and Care Development	The institution was visited on 10th November 2022 and the Review Panel comprised of experts from Wits University, Joshua Nkomo Polytechnic College in Zimbabwe, William Pitcher College and UNESWA. However, the assessment was not concluded due to certain conditions to be met by the institution before it could be assessed for full registration.
	Primary Teachers Diploma	
	Secondary Teachers Diploma	
	Bachelor of Commerce	
	Diploma in Business Management	
	Diploma in Occupational Health and Safety	
<b>Eswatini College of Theology</b>	Bachelor of Arts in Psychology	On 3rd November 2022, ESHEC conducted programme evaluation at the Eswatini College of Theology. The expert that reviewed the programme was from Eswatini Medical Christian University.
	Diploma in Counselling	The programme was reviewed on 4th November 2022 and the expert was sourced from UNESWA.
<b>Xtreme Conferencing Academy</b>	Certificate in Occupational Health and Safety	The institutional assessment took place on 21st November 2022. The subject matter experts sourced from Eswatini Laboratory Services, Emergency Medical Rescue College and UNESWA. The assessment was, however not concluded owing to a number of challenges in the institution.
	Certificate in Phlebotomy	
	Diploma in Social Work	
<b>Emmanuel Wesleyan Bible College at Ngculwini</b>	Certificate in Christian Service	The Institution and its programmes were reviewed on 17th to 18th February 2023 the subject matter expert was sourced from the Eswatini College of Theology. The institution was granted two year provisional registration and its programmes were approved, all with recommendations.
	Diploma in Christian Ministry	

### Ongoing accreditation of the Eswatini Medical and Christian University (EMCU) Bachelor of Medicine/Surgery programme (MBBS)

Eswatini Medical Christian University (EMCU) submitted an application for accreditation of the Bachelor of Medicine/Surgery to ESHEC.

ESHEC conducted a desk review to highlight any missing information on the application. **On 27th May 2021**, ESHEC assembled a Review Panel



comprising subject matter experts in the field of medicine and other related stakeholders. The experts were sourced from the Great University of Zimbabwe (Faculty of Medicine), Eswatini Medical and Dental Council, Ministry of Health, Ministry of Labour and Social Security, Ministry of Finance and Ministry of Education and Training. Due to the institution's unpreparedness to mount the programme, the assessment was deferred and the institution was given a chance to redo the self-assessment report with recommendations from ESHEC.

**In July 2021**, EMCU was invited by ESHEC to a meeting to discuss the quality guidelines again in preparation for accrediting the programme. The quality standards used for programme accreditation are as follows:

- (a) Programme Mission Statement
- (b) Programme Design and Development
- (c) Teaching and Learning Strategy
- (d) Assessment and Learner Attainment
- (e) Internal Quality Assurance Mechanisms
- (f) Physical Resources and Infrastructure
- (g) Staffing
- (h) Student Support Services
- (i) Student Admission to a Programme
- (j) Financial Resources

On 16th March 2022, EMCU submitted the self-assessment report to ESHEC together with other supporting documents such as the MBBS curriculum and other policies. ESHEC commissioned a Review Panel to a site visit of EMCU on 23rd to 24th May 2022. The Review Panel converged at Mountain View to discuss findings and recommendations of the assessment on 23rd June 2022. The report was submitted to the ESHEC Academic Planning and Development Committee on 23rd August 2022 and to Council on 7th September 2022. The report was shared with EMCU on 14th September 2022. ESHEC had meeting to discuss the findings and recommendations of the assessment report on 14th September and again on 27th September 2022.

Following the Council Meetings of September 2022, ESHEC and EMCU met on Wednesday 14th September 2022 to discuss the EMCU Assessment report recommendations and plan a way forward. EMCU was advised to:

- Revise their curriculum and address gaps,

- Share an implementation Plan with timelines to ESHEC
- Ensure a more specific partnership with their mentor university, WITS.

ESHEC received the revised curriculum from EMCU on 27th September 2022. ESHEC then sought three independent assessors/Subject Matter Experts to review the revised curriculum and ensure an independent and balanced review. These were Professor Masanganise of the Medical School of the University of Zimbabwe, Professor Rarai Madzimbamuto of the University of Botswana Medical School and the Eswatini Medical and Dental Council. Professor Masanganise submitted his review report on Saturday 15th October 2022; the Eswatini Medical and Dental Council submitted their report on 2nd November 2022 and Professor Madzimbamuto submitted his report on 7th November 2022.

Following the submission of the reports, there was an Academic Planning and Development Committee meeting on 11th November 2022, and then a Council Meeting of 14th November 2022. In both meetings, the review of the assessment reports by 3 SMEs on the revised EMCU MBBS curriculum were on the agenda. Since all three assessor reports were different, ESHEC requested one of the SMEs, Professor Masanganise to consolidate the three reports.

EMCU went to WITS University in the week of 21st to 25th November 2022 to ensure more specific partnership WITS. EMCU had already submitted the revised curriculum for review by WITS three weeks prior to their going to WITS for the physical meeting. On the 23rd November 2023 EMCU met with WITS and got approval for use of WITS UNIVERSITY laboratories. WITS reviewed the EMCU MBBS curriculum and wrote their own brief report (on 24th November 2022). EMCU submitted their trip report with signed agreements from WITS Medical School to ESHEC on Tuesday 5th December 2022. Professor Masanganise also submitted his consolidated report to ESHEC management on Wednesday 7th December.

Rather than wait for the next scheduled Council Meeting of January 2023 the Academic Planning and Development Committee Meeting met



on Thursday 8th December 2022 to review the consolidated SME report from Professor Masanganise and the WITS Trip report of 21st to 25th November submitted by EMCU to ESHEC as well as the two letters of agreement between EMCU and WITS Medical School. An Extraordinary Council meeting was held on Monday 12th December 2022.

As per the Council resolutions of 12th December 2022, EMCU resubmitted their revised curriculum to ESHEC for the Academic Planning and Development Meeting of Wednesday 22nd February 2023. The APDC submitted a recommendation to Council in the meeting of Thursday 23rd February 2023. The Eswatini Higher Education Council (ESHEC), approved the Eswatini Medical Christian University's (EMCU) proposed Bachelor of Medicine/Surgery programme (MBBS) but outlined conditions that EMCU has to meet before offering the programme or enrolling students in the programme. The conditions were all extracted from all the assessment reports undertaken by the different subject matter experts who were appointed by ESHEC in terms of Section 15 (2) of the Higher Education Act of 2013, to assess the institution and the MBBS programme. The subject matter experts are Professor Rangarirai Masanganise (University of Zimbabwe Medical School), Professor Farai Madzimbamuto (University of Botswana Medical School) and Eswatini Medical and Dental Council. All the

reports of the Subject Matter Experts raised the need for EMCU to keep working on closing the gaps in the programme. Therefore, EMCU cannot offer the MBBS programme and cannot admit students into the programme unless they have fulfilled the following requirements:

1. EMCU should address the glaring gaps and errors on their curriculum document.
  2. EMCU should ensure that they have the required surgery equipment before commencement of the programme.
  3. EMCU should address gaps in their MOU with WITS.
  4. EMCU should get the relevant financial/commitment letters from their donors and Eswatini Government.
  5. EMCU has to address the staffing issue and aligning with Eswatini Localization Policy.
  6. Once the above have been fulfilled, the Eswatini Medical and Dental Council (EMDC) will be requested to do a physical inspection of all technical requirements at EMCU prior to ESHEC accrediting the programme. The Eswatini Medical and Dental Council (EMDC) will monitor the implementation of the above conditions.
  7. The MOU that EMCU and WITS are formalising will ensure that WITS walks with EMCU for their practicums and for capacity building of EMCU staff.
- EMCU is still to submit the documentation and evidence of meeting the requirements.

## INSTITUTIONAL ASSESSMENTS FOR PUBLIC INSTITUTIONS

The government funded or public higher education institutions have never undergone the necessary institutional audits/assessments for self-improvement. In March 2022 SANU was trained in preparing a self-assessment report using ESHEC's institutional assessment guidelines. In October 2022 ESHEC started to prepare other public higher education institutions for the institutional assessments.

### University of Eswatini (UNESWA)

In September 2022 ESHEC met with the University of Eswatini administration to discuss logistics of the institutional assessment. Leading the UNESWA team was the Pro Vice Chancellor Professor Gadaga and other members included Dr S. Shongwe, Dr J. Kule and Dr G. Nsibande. In the previous 3rd quarter ESHEC had begun the process to prepare private HEIs for institutional assessments. In the reporting period, ESHEC received the UNESWA Self-Assessment report (SAR). In order to ensure objectivity in the assessment of UNESWA, ESHEC outsourced the review of the UNESWA SAR to Dr Makuku, due to her experience in this area and also to take advantage of the fact that she was in Eswatini for capacity building initiatives. On the 7th of March Dr Makuku and ESHEC team went on to launch the Institutional Assessment with the University of Eswatini at the Sibane Hotel at Ezulwini. In this workshop, Dr Makuku was meant to go through UNESWA's self-assessment report and guide the institution in preparation for their Institutional assessment. However, from the workshop UNESWA felt that they had not been adequately prepared for the assessment. As a result, ESHEC is planning a faculty by faculty orientation of the entire institutions. This has been disrupted by the ongoing strike action. In order to mitigate the effects of the UNESWA delays, ESHEC started engaging and preparing Swaziland Nazarene University (SANU) and Eswatini College of Technology (ECOT) for their institutional assessments. SANU is at an advanced stage. These activities will be in the next report.

### Eswatini College of Technology (ECOT)

A planning meeting for the institutional assessment of the Eswatini College of Technology was held on 12th October 2022. In attendance at the meeting, was the College Principal and

the senior management of the college. The purpose of the meeting was to capacitate ECOT about the registration process of ESHEC. In the same meeting, ECOT was trained on preparing a self-assessment report, in preparation for their institutional assessment which ESHEC hopes to conduct in the 1st quarter of the 2023/2024 financial year.

### William Pitcher College (WPC)

On 13th October 2022, ESHEC met with William Pitcher Teacher Training College to discuss plans for their institutional assessment and on how best the latter can be assisted in order register with ESHEC. WPC was taken through the systems and processes of ESHEC to enable them to gain a better understanding on how to go about registering. This meeting was also in preparation for their institutional assessment which ESHEC hopes to conduct in the 1st quarter of the 2023/2024 financial year.

### Recruitment of Subject Matter Experts (SMEs)

ESHEC conducts quality assurance assessments of institutions and of the programmes offered in institutions before accrediting them. When ESHEC assesses an institution, ESHEC requires the services of external subject matter experts (SME) or a Review Panel appointed by ESHEC in terms of Section 15 (2) of the Higher Education Act of 2013. The Review Panel carries out the assessment following ESHEC's Programme Accreditation Standards. These SMEs/Assessors are necessary for the timely and thorough regulation of Higher Education institutions and their offered programmes. They are qualified individuals who assist ESHEC towards the quality and development of Higher Education sector in the Kingdom of Eswatini. ESHEC is working on the recruitment of SMEs for UNESWA as well as other public HEIs. These will be recruited locally and externally.

A recruitment exercise for local subject matter experts was conducted. ESHEC received a total of 90 expressions of interest from local SME. They were profiled and by the end of the reporting period, 21 local SME had been profiled and included in the ESHEC database for local SME. Due to the demand for diverse experts to be recruited, on 23rd to 26th



November 2022, ESHEC visited universities in the Republic of South Africa for the purpose of mobilizing review panels or SME for the UNESWA assessment. Universities visited include the University of Johannesburg, Wits University, Tswane University of Technology, University of Pretoria and University of South Africa. Consultations with other universities such as University of Zimbabwe, Midland State University and Nelson Mandela University to also participate in the assessment are on-going. However, the secretariat has seen a need to re-strategize, and has devised another strategy to reinforce the recruitment exercise. As part of the strategy, ESHEC is in the process of engaging a consultant who will be responsible for online recruitment of SMEs.

### **Coordination and capacity Building of Higher Education Institutions**

ESHEC facilitates quarterly coordination meetings for HEIs. ESHEC also facilitates bi-annual capacity building forum for HEIs. Two of the coordination meetings are converted into capacity building meetings. On 24th October 2022, at the Mountain View Hotel, ESHEC hosted a coordination meeting for higher education institutions (HEIs) which attracted 109 participants from different institutions. The purpose of the meeting was to reorient institutions on the importance of full registration with ESHEC as outlined in the Higher Education Act of 2013. This is more so because most the HEIs' Provisional Authority to operate expired. The request was made in cognisance of the fact that HEIs have been hard hit by COVID 19, where many of them were forced to close down due to loss of revenue. In spite of this predicament, ESHEC expressed the significance of upholding quality in the higher education sector.

All higher education institutions in the country convened at Esibayeni Lodge in Matsapha on 28th to 29th November 2022 at a workshop organised by ESHEC. The workshop was themed 'Strengthening Eswatini Higher Education Institutions Quality Assurance Units' and the theme focused on: Quality Assurance (QA) as a continuous process of monitoring, evaluation and improvement of procedures; Quality Assurance (QA) being aligned to the demands of industry and professional bodies and conducting Needs Analyses and Situational Research prior to

the development of programmes, as continuous QA processes. Two external experts in quality assurance in higher education facilitated the workshop and they were Dr Violet Makuku (AAU), Ghana and Dr Adamson Tengolese from Malawi. The workshop was attended by 131 HEI participants.

ESHEC facilitated an additional capacity building initiative for HEIs with a focus on practical steps for embedding internal quality assurance (IQA) systems in HEIs and on other issues pertinent to HEIs. It was held on 1st to 3rd March 2023. This was a follow up of the workshop of November 2022. The theme of the training was Strengthening the Quality Assurance of Eswatini Higher Education Institutions and it covered the following topics: Understanding the nexus between Internal Quality Assurance (IQA) & External Quality Assurance (EQA); Quality Assurance in Higher Education - Practical Steps to Implement Quality Assurance and Building the quality culture; Programme design using the qualifications framework; Institutional assessment and evaluation for self-improvement using ESHEC standards and guidelines and Institutional Affiliations, Joint Programmes, Professional Bodies and other institutions.

### **Monitoring of compliance of higher education institutions**

The Eswatini Higher Education (ESHEC) is responsible for the development and implementation of a system of quality assurance for higher education, including registration, accreditation, institutional audits, quality promotion and standards development. All Higher Education Institutions in Eswatini must be registered in terms of the Higher Education Act, 2013 and should comply with standards as set out in the Higher Education (General) Regulations of 2016, published in Legal Notice 14 of 2016.

During the reporting period, ESHEC conducted quality audits by conducting unprompted visits to four (4) higher education institutions. These were: African Prime Institute of Science and Technology, TASC, Resource College in Piggs Peak and Xtreme College. The purpose of these visits is to ascertain Higher Education Institution's compliance with ESHEC regulations

and policies. Through these audits, Xtreme College was formally (in writing) advised to cease operations as it was operating unlawfully.

Since the ESHEC staff is still thin on the ground and in order to ensure compliance of HEIs, ESHEC facilitated the recruitment of part time compliance consultants in February 2023. This was facilitated through JBH Consultancy. They are Dr Tibekile Manana, Dr Sikhomba Gumbi, Dr Darren Chipato, Dr Edmund Mazibuko, Dr Phindile Mabuza and Ms Lucy Mkhonta. Their main function is to carry out monitoring visits to all Higher Education Institutions in the country. On 27th to 28th February they attended an orientation with the entire ESHEC staff. The orientation was facilitated by Dr Violet Makuku, a regional consultant trained the entire team on quality assurance in higher education using regional and continental case studies.

In March 2023, ESHEC and the Compliance Consultants reviewed and validated the Compliance Monitoring framework for HEIs. The monitoring tool was developed from the Institutional Assessment Guidelines. The purpose of the meeting was to validate the tool together with the Compliance Consultants. Following this meeting, the compliance consultants were paired and were given their first assignments and then submitted their work plans for March and April 2023. ESHEC will be receiving the first compliance report at the end of April 2023. A total of eight (8) HEIs including one TVET institution were monitored and they are: BSA Training Centre (Siteki and Mankayane centres), Centre for International Technology and Consultancy (CIT), AMADI, Birch Cooper, Bradford College, Bradford College, IRDM, Global University College and CITEC College.

## RESEARCH, MONITORING AND PUBLICATIONS (RMP)

The Higher Education Act 2013 mandates ESHEC to advise Government on matters of the sector. Higher education plays an important and increasing role in the development of Human Capital of the nation. The higher education sector has many challenges including the problem of inability to gain access into university, funding of public higher education, the mismatch between university programmes and the labour market, escalating and unregulated cost of private higher education.

Currently the Research department has only one officer, the Research, Monitoring and Publications Manager who resumed work in February, 2023. The sector has identified gaps in the programme development of HEIs and conceptualised ESHEC's research publication titled: **"Equitable and Sustainable Education: Towards Quality Assurance in Higher Education"**. The manuscript was published in April 2023.

### Development of Research, Monitoring and Publications Strategy 2023-2025

The sector has finalised a strategic plan which will serve as a roadmap for the Research, Monitoring and Publications function (RMP) for the year 2023-2025. The plan has six (6) interrelated strategic goals namely:

**Strategic Goal 1:** Enhance ESHEC's activities by being up to date with national and internationally evolving quality assurance trends. This will guide the Council (especially quality assurance and advocacy) and ensure effective dissemination of relevant information to all stakeholders.

**Strategic Goal 2:** Identify knowledge gaps, challenges and barriers to quality education (assurance) in the Eswatini HEI context, for areas of improvement.

**Strategic Goal 3:** Establish processes and programmes to help ESHEC develop research capacity and stimulate research work within higher education institutions in the country.

**Strategic Goal 4:** Enhance sustainability and effectiveness of Higher Education in Eswatini.

**Strategic Goal 5:** Develop an institutional framework to inform Skills Development.

**Strategic Goal 6:** Put in place processes and systems for the effective implementation and monitoring of ESHEC's quality assurance promotion strategy.



### Progress on the ESHEC RMP Strategy

Under **Strategic Goal 1**, the sector has published ESHEC's first manuscript titled, "Equitable and Sustainable Education: Towards Quality Assurance in Higher Education". The purpose of this paper is to fill the identified knowledge gaps on Quality Assurance in the Higher Education

Under **Strategic goals 2 and 5** the sector is coordinating ongoing consultancies and studies by ESHEC. One of these is the recently launched study being conducted by the Eswatini Economic Policy Analysis Research Centre (ESEPARC) which is to develop a sustainable funding model for higher education. On the 17th March, 2023 the office had the inception meeting with ESEPARC. The meeting was attended by the ESHEC sectors and the Senior Research Fellow at ESEPARC Mr Mangaliso Mohammed. The ESEPARC team shared the overview of the project. ESEPARC submitted their inception report on 4 April, 2023.

On **Strategic goal 3** which speaks to facilitating partnerships through MoUs with formal research institutions in the country (ESEPARC, ESERA, UNESWA etc.), the office has initiated talks with the Eswatini Research Association (ESERA).

### Study to Develop a Sustainable Funding Model for Higher Education

In the reporting period ESHEC initiated a study that is in direct support to three (3) Government Ministries. One of the mandates of the Council (Article 5, (2) is the formulation of Policy on higher education and advising the

ministry accordingly and also to coordinate long term planning and over all development of Higher education (HE). Article 3 of the Act says the advice to the minister contemplated in subsection 2 (a) may include advice on:

- ▶ Quality promotion and quality assurance
- ▶ Research
- ▶ The structure of the higher education system
- ▶ A mechanism for the allocation of public funds
- ▶ Student financial aid
- ▶ Student support services
- ▶ Fees to be charged by higher education institutions.

In order to ensure a firm understanding of the situation from the perspective of government as a critical stakeholder and beneficiary of the study, from November 2022 ESHEC developed the Problem Statement for the study. The assignment collected government input on what is known about funding of public higher education in Eswatini, and carried out a literature review that will contribute to the problem statement. The government ministries directly affected by this study and departments for this study are: the mother ministry for ESHEC, the Ministry of Education and Training, Ministry of Labour and Social Security and the Ministry of Finance. The problem statement was approved by Council. ESPPRA approved the tender for the consultancy on 5th December 2022. Work on the study began in February 2023 and the consultant has submitted the inception report. The study is expected to be completed by August 2023.

## CONTINENTAL ACTIVITIES

In the reporting period, ESHEC participated in the following continental activities:

### (a) **Benchmarking with ESHEC by Council on Higher Education in Lesotho**

The Eswatini Higher Education Council hosted the Council on Higher Education of Lesotho on 24th to 26th July 2022. The purpose of the benchmarking visit was to establish the following: (a) review ESHEC's mandate, legislative documents and implementation practices, other Legislative documents, implementation practices, (b) quality promotion and quality assurance functions, (c) collaboration opportunities and memorandum of understanding possibilities. The delegation specifically sought to have a better understanding of quality assurance systems and how they relate to institutions and programmes.

### (b) **African Quality Assurance Conference – Maputo**

ESHEC participated in the hybrid conference held in Maputo, Mozambique on 25th to 28th October 2022 organised by the African Quality Assurance Network (AfriQAN) in collaboration with the National Council for Quality Evaluation of Higher Education (CNAQ) Mozambique. The conference was supported by the HAQAA 2 initiative. ESHEC was represented by one of the Quality Assurance Officers.

The three-day hybrid conference held under the theme ***“Post COVID-19: Emerging Developments in Quality Assurance in Africa. Towards Strengthening Synergies between Quality Assurance Agencies and Accelerating Regional Integration”***, brought together representatives of regional bodies in charge of higher education, representative of various associations of universities in Africa, representatives of Quality Assurance Agencies in Africa, representatives of various quality assurance networks in Africa and representatives of higher education institutions in Africa.

The conference offered a platform for participants to share new developments in quality assurance in their respective African regions and networks. During the conference,

updates and presentations on the Harmonization of African Higher Education, Quality Assurance, and Accreditation were made. Furthermore, participants got an opportunity to discuss and give inputs on the creation of the Pan-African Quality Assurance and Accreditation Agency and the establishment of the African Credit and Transfer system. The conference also provided an opportunity to strengthen and support collaboration between quality assurance networks.

### (c) **Benchmarking Visit to Kenya**

A Benchmarking tour was conducted by the Eswatini Higher Education Council (ESHEC) jointly with the Eswatini Qualifications Authority (EQA) to Kenya on the 26 – 28 October 2022. ESHEC was represented by one of the Quality Assurance Officers. The host was the Kenya National Qualifications Authority (KNQA). The key objective(s) of the visit included gaining a shared understanding on the following issues: development and implementation of a Recognition of Prior Learning (RPL), registration of qualifications in the National Qualifications Framework, creation of an online database of qualifications, programme accreditation and subject standards, clarifying responsibilities and boundaries of the National Qualifications Authority and Sector Regulators.

Lessons learnt from the benchmarking tour can be summarized as follows:

- ▶ The engagement of all stakeholders is paramount for the success of any activity and ownership. Stakeholder participation was evident in the development of all policies and tools for implementation of the activities.
- ▶ The establishment of KNQA and other sector regulators is grounded on strong national policy and legal premise and as such there is need to rationalise the policy and legal premise on which local regulators are established.
- ▶ Regarding Recognition of Prior Learning, all the stakeholders clearly understand their role in the execution of the policy. There are clear guidelines providing a clear framework for implementation at every level.

### **Ratification of the Addis convention**

On 27th February 2023 ESHEC participated in a webinar aimed at updating countries on the Revised Convention on the Recognition of Studies, Certificates, Diplomas, Degrees and Other Academic Qualifications on Higher Education in African States. The Addis Convention was adopted on 12th December 2014 in Addis Ababa, Ethiopia. The convention establishes a legal framework for the fair and transparent evaluation of higher education qualifications in the Africa region to facilitate inter-university cooperation and exchange through the mobility of students, researchers and faculty. Even though there are still challenges, the Addis Convention establishes a legal framework for the fair and transparent evaluation of higher education qualifications in the African region to facilitate cooperation and exchange in Higher Education Institutions through the mobility of students. By ratifying the Global Convention, countries commit to strengthening international cooperation in higher education, raising its quality at home and worldwide, and helping to ensure academic

mobility and the recognition of qualifications a reality for millions around the world. Countries like Eswatini supported the aims of the Addis Convention, formed ESHEC as a regulatory agency and agreed to take all necessary steps at the national and regional levels with a view of achieving the goals defined. The Ministry of Education wants to take the lead to engage stakeholders and facilitate the ratification of the convention.

### **Affiliation with regional, continental and international higher education bodies**

ESHEC has renewed her membership with external regional, continental and international bodies. Membership with the African Quality Assurance Network (AFRIQAN) will enable ESHEC to access capacity building expertise and other resources. Membership with the Southern African Quality Assurance Network (SAQAN) brings together quality assurance bodies and higher education institutions from Southern Africa with a view to promote quality in higher education.

---

### **ADVOCACY AND COMMUNICATIONS (AC)**

In February 2023 ESHEC set up the advocacy and communications function within ESHEC. The sector has developed the ESHEC Communications Policy which was submitted for Council approval. The ESHEC visibility Strategy Concept note is being developed. The main objective of the activity is to sensitize members of the public especially those in remote areas on what ESHEC is and its activities and bring positive awareness to the public on the advantages of enrolling in ESHEC accredited institutions.

### **Meeting with Education Parliament Portfolio Committee**

The Ministry of Education and Training facilitated a meeting between ESHEC, Parliament Portfolio Committee and Eswatini Medical Christian University at Sibanesami Hotel on 12th October 2022. The Portfolio Committee sought to understand the bottlenecks delaying the accreditation of the Bachelor of Medicine, Bachelor of Surgery programme proposed to be offered by EMCU. ESHEC explained the glaring challenges at the proposed medical school which include: the configuration of the programme,

inadequate facilities for practicums and also in availability of qualified staff to deliver the programme, amongst other gaps. The meeting was informed of a road map with set timelines that had been agreed upon by the two entities (ESHEC and EMCU) and on how best they can assist one another to facilitate accreditation of the programme.

### **Print and Electronic Media Coverage**

ESHEC has noted an increase in its visibility to the public since February 2023. On the 6th February there was news coverage on both EBIS 1 and 2 SiSwati and English news bulletins on the release of the credible institutions list by ESHEC. On the 7th February 2023 the ESHEC Advocacy and Communications Officer also had an Interview on "Letishisako Breakfast show" on the same subject. The first article on the release of the ESHEC credible Institutions list was published on the 7th of February 2023.

ESHEC continued to receive coverage in the media throughout the month of February 2022, and this resulted in more telephonic enquiries about the credibility of some Higher Education

Institutions as well as reports about some uncredited ones operating in contravention of the Higher Education ACT, 2013 was published on February 8, 2023.

The full accreditation of Botho University by ESHEC on the 14th February 2023 also made it into main stream media namely: The Times of Eswatini, Channel YeMaswati news bulletin, Eswatini TV news bulletins, EBIS 1 and 2 news Bulletins and Eswatini Positive News. March saw increased coverage of ESHEC activities in the media, both print and electronic. On 26 April ESHEC engaged the National Editors Forum in order to share information on its mandate. This will ensure wider and informed coverage by media houses.

A public notice on the accessing of credible institutions list was published in two Newspapers, The Times of Eswatini and Eswatini Observer on the 10th February 2023. The link to the list was also put in ESHEC social media pages.

A disclaimer notice on illegally operating Colleges was also published in three national newspapers on the 3rd March 2023. The disclaimer notice was published in The Times of Eswatini, Eswatini Observer and Eswatini Financial Times on the 3rd March 2023.

ESHEC had a week long training on quality assurance by external consultant Dr Violet Makuku from the 27th to 28th February for the Staff at Royal Villas and from the 1st to 3rd March for Higher Education Institutions (HEIs) at Esibayeni Lodge. The trainings were extensively covered by Channel Yemaswati, Eswatini TV, Times of Eswatini, Eswatini Observer and the Weekend Observer.

On the 9th March 2023 the Advocacy and Communications Officer and the Quality Assurance Manager had a 30 minutes long interview with EBIS 2 Breakfast Show. On 16 February 2023 the Advocacy and Communications Officer had a 15 Minutes interview with UNESWA FM on credible Institutions. The media coverage has increased ESHEC'S visibility and can be quantified to approximately E150 000 in a month if it were paid for.

## **Social Media Presence**

ESHEC Social Media presence was established on twitter, Facebook and LinkedIn on 8 February 2023. ESHEC aims to capitalise on the cost effectiveness of social media to maximise its visibility in particular in Facebook which is accessed by 314 000 users out of 336 000 social media users in the country.

The ESHEC Facebook page has a higher post reach and followers at 114 and 64 likes as at 28th February 2023 followers. This is followed by LinkedIn with 42 connections 262 post impressions and 85 search appearances, and lastly twitter with 10 followers. The Social Media accounts are still running at zero cost to ESHEC. The FB reach since account creation is shown below.

There were 1397 interactions with the account which presently has a post reach of 4,340. Most of the ESHEC Face Book followers are in Eswatini. 91% are in Eswatini and 1% are in the United States of America. A majority of them are men aged between 25-34 years. This reveals a need for ESHEC to be visible throughout the whole country.

## **Initiation of partnerships**

ESHEC initiated a partnership with Eswatini Communications Commission (ESCCOM) and the Royal Science and Technology Park (RSTP). The aim is to identify areas of common interest and collaboration with these entities. ESCCOM is the communications regulator in Eswatini and RSTP is the innovator. Due to the rise of blended learning and online learning the input of both is very critical as ESHEC charts a way forward.

The Municipal Council of Mbabane invited Eswatini Higher Education Council and other stakeholders to the annual academic forum for tertiary education in the year 2022/23. This was a consultation forum for its Local Economic Development strategy 2019 - 2024 which identified Human Capital as one of the focal areas to drive economic growth in the city. The strategic objective of the focal area is "to improve the quality of education as well as relevant skills for economic development within the city". It is for this reason the City Council facilitates such forums, and to encourage development of

short Technical and Vocation Education courses in local tertiary institutions, and to promote an entrepreneurship culture amongst students

and also curb the high unemployment rate especially amongst the youth. ESHEC will forge a long terms partnership with the municipality.

### ESHEC IT SERVICES

The automation of Eswatini Higher Education Council is the digitizing of the core business processes for ESHEC through the introduction of an online system. ESHEC business processes include the registration module that comprises establishment, registration of institutions and accreditation of programmes. In 2021 Council approved the setting up of an automation system for ESHEC Business processes which includes the Institution Establishment and Registration system. ESHEC engaged Mawema Consultancy for a three-year contract. The ESHEC Automated system was designed as a digital tool for the enhancement of the ESHEC processes in order to improve data collection, communication, quality assurance and governance. The first phase involved the development of the system and the two subsequent years involve monitoring of the system and including any variables and modifications to the system that ESHEC may determine from implementation of the system. The development of the system is now completed. In the second quarter of 2022/2023 (July to September 2022) the system was piloted in five (5) institutions namely Eswatini College of Technology, Workers College, SANU, William Pitcher College and Limkokwing University. In this financial year, Mawema Consultants continued to maintain all modules, ensure system back up as institutions upload their data, update security by updating firmware and system software.

In the third quarter of this financial year, management submitted a board paper to Council for the approval for a roll out plan to upload and have all institutions' data uploaded into the above-mentioned system. The aim is that by end of March 2023 all registered HEI data will be available at the click of a button. This is for ease of monitoring and reporting by the ESHEC and its Research Office. Council approved this costed Roll out plan all other Higher education Institutions. The data that has been captured in the roll out system mentioned above is strictly informational data that will provide ESHEC with

a view of the nature of business of institutions in terms of:

1. Organisational data
2. Governance
3. Operational Capacity
4. Financial Capacity
5. Programmes offered
6. Staffing

The new system will make quality assurance work more accessible, reduce paperwork, and produce more reliable results. HEIs are being encouraged to use the system and from the end of April 2023, for processes like applications for registration and accreditation of programmes and communication between ESHEC and HEIs. The module development included the training of Higher Education Institutions on the registration module and on how to create institutions' accounts and upload their data online. This system is at 100% completion and will be launched with all higher education institutions and the Ministry of education and Training in May 2023. Mawema Consultancy submitted their final report. This report gives an account of the progress of the national roll out in the form of statistical data, assessment made, proposed modifications and recommended actions. Through the data captured during the roll out, ESHEC is using the system to view information about each institution with the click of a button and this enables ESHEC to address any queries that HEIs may have without contacting their client physically, as a time saving option.

Over roll progress report (100 % Completion as at March 2023)

	Completed	Pending	Total
Hhohho	23	0	23
Lubombo	2	0	2
Manzini	19	0	19
Shiselweni	1	0	1
<b>Total</b>	<b>45</b>	<b>0</b>	<b>45</b>



Conclusion on roll out plan: The roll out plan to all institution was a success and this is a great achievement by Eswatini Higher Education Council and Higher Education Institutions. This exercise will benefit both parties in terms of time, resources (papers and printing), finances (papers and boxes), space (storage of files) and improved turnaround time for application processing.

In the month of March 2023, the Information Technology and Communications departments updated the ESHEC website, changed phone numbers, updated content, updated pictures and added communication tabs. The sector has also created share point to allow the sharing and storage of files within ESHEC staff and accessibility to ESHEC documents. Dropbox was downloaded and files were created for all departments. All files that were in the offices have been properly indexed and filed in the physical registry.

### **RISKS, CHALLENGES AND WAY FORWARD**

Institutions operating illegally or advertising unaccredited institutions and programmes

This remains a challenge to ESHEC. This phenomenon is common especially at the beginning of the year after the release of high school result. The most common means of discovery is ESHEC team who see these HEIs advertising illegally especially through social media. The second most common strategy is when students or parents/guardians call ESHEC to verify the registration status of the HEIs they are enrolled in or want to enrol in. Lastly, other HEIs report the illegal operations of HEIs directly to ESHEC. Upon getting such information, ESHEC immediately calls the HEI to a meeting and advised them to cease operations and advertising and guides them on the processes for establishment and registration. In some cases, ESHEC has had to request its legal firm to issue letters of demand to the HEIs to stop operating and to follow legal processes for registration. In the reporting period the following HEIs were instructed to cease operations and to stop advertising since they were found to be operating illegally. Some are now working with ESHEC on the due processes for registration. Lack of cooperation in some instances compelled ESHEC to publish a disclaimer notice

to advise the public of their status. The HEIs are:

- ▶ Extreme College
- ▶ WESCO College
- ▶ Covenant Christian College - Mbabane;
- ▶ Sign Language College;
- ▶ Southern University of Technology;
- ▶ Takers TVET
- ▶ Swazi Pro fire

When ESHEC issues public disclaimer notices, it basically advises the HEIs to stop issuing advertisements on print paper and social media, to stop providing lessons and courses; to stop enrolling students for learning at their institutions, to stop accepting tuition fees from the unsuspecting members of the public and students alike and basically advises members of the public and potential students as well as the current students that the 'colleges' are not registered and not in compliance with the Higher Education Act No. 2 of 2013 and therefore, are not fully registered to provide any lessons and/or courses to members of the public. Further, the notice states that any members of the public or students who will proceed to deal with these institutions, do so at their own risk and ESHEC will not be responsible for any registration, tuition paid to these institutions and or/any related items. The notice then advises the public that a list of fully registered and accredited institutions is available at ESHEC Offices and on ESHEC official website: [www.eshec.org.sz](http://www.eshec.org.sz)

### **WAY FORWARD**

In the coming financial year 2023/2024, ESHEC will ensure deliberate focus on transforming higher education in Eswatini through focus on policy development and review of Higher education standards and guidelines, among other strategies.

- (a) ESHEC is developing a transformational strategic plan which will be finalised in June 2023.
- (b) ESHEC is developing the **Eswatini Higher Education Policy** which will be finalised by August 2023. Policy is necessary for a range of reasons including but not limited to ensuring a quality HEI teaching profession through ensuring standards. Policy will ensure deliberate focus on quality learning and teaching, and particularly on: programme and curriculum design, development, delivery and review. Also

critical is staff qualifications and quotas for employing foreign personnel especially in private institutions. Policy will determine the scope and range of operations of (a) Public higher education institutions (b) Private higher institutions and (c) Individual public or private higher education institutions. Policy will determine issues of affiliations to external quality assurance bodies. Many private institutions are facing financial challenges due to the high cost of affiliations.

- (c) In the 2023/2024 financial year ESHEC will facilitate revision of 2016 ESHEC General Standards for Institutional and Programme assessments revision of the Guidelines for Establishment, Registration and Accreditation. Revised standards will ensure that higher education institutions are

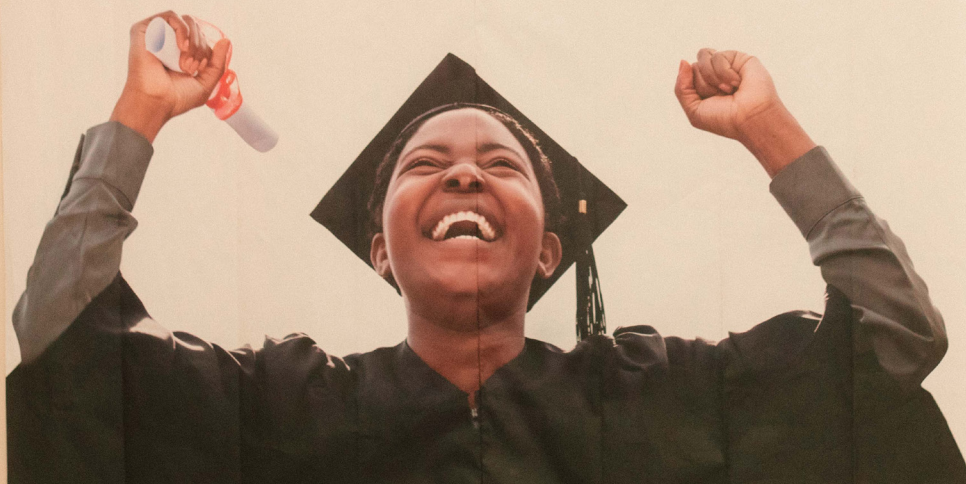
inclusive, equitable and have safe learning environments. Revised standards will ensure alignment of Higher Education in Eswatini to 21st Century needs. Previously the role of HEIs was to impart pure knowledge and literature but that has changed drastically. HEIs must include focus on applied skills, technology and business-oriented subjects. Revised standards will ensure that HEIs promote digital learning or online and blended learning, teaching and assessment and will ensure responsiveness of the sector to emerging issues and changing needs of our society and economy.

- (d) ESHEC will finalise the development of standards for the accreditation of online institutions and programmes, as well as guidelines for non-credit bearing short courses.



**ESHEC**  
ESWATINI HIGHER  
EDUCATION COUNCIL

*Ensuring relevance & excellence*







# Audited Financial Statements

## for the year ended 31 March 2023

General Information.....	27
Board Members Responsibilities and Approval .....	28
Independent Auditors' Report.....	29-30
Board Members' Report .....	31
Statement of Financial Position.....	32
Statement of Comprehensive Income.....	33
Statement of Changes in Funds .....	34
Statement of Cash Flows .....	35
Summary of Significant Accounting Policies .....	36-40
Notes to the Annual Financial Statements .....	41-43
The following supplementary information does not form part of the annual financial statements and is unaudited: Detailed Statement of Financial Performance .....	45-46

## GENERAL INFORMATION

Annual Financial Statements for the year ended 31 March 2023



<b>Country of incorporation and domicile</b>	Eswatini
<b>Nature of business and principal activities</b>	Development and implementation of a system of quality assurance for higher education which includes registration, accreditation, institutional audits, quality promotion and standards development.
<b>Board Members</b>	<div><div>Makhosazana Madondo</div><div>Henry Tum Du-pont</div><div>Dr Rangarirai Taruvinga</div><div>Dr. Sonene Nyawo</div><div>Hlobisile Ndzimandze</div><div>Khulile Sikhondze</div><div>Gcinaphi Dlamini</div><div>Mfundo Msibi</div><div>Makhosini Makhubu</div><div>Prof. Thuli Nhlengetfwa</div><div>Prof. J. Thwala</div><div>Mboni Dlamini</div><div>Dr. Loretta N. Mkhonta</div><div>Futhi Mhlongo</div><div>Redeployed July 2022</div><div>Appointed August 2022</div><div>Appointed October 2022</div></div>
<b>Business address</b>	Lilunga House Mbabane
<b>Postal address</b>	P.O. Box 6582 Mbabane
<b>Bankers</b>	Nedbank Eswatini
<b>Auditors</b>	Kobla Quashie and Associates Chartered Accountants (Eswatini) Manzini



The council is required by Section 35 (1) of The Higher Education Act, 2013 to maintain adequate accounting records and the Board is 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 International Financial Reporting Standards for Small and Medium Enterprises (IFRS for SME's). The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with International Financial Reporting Standards for Small and Medium Enterprises (IFRS for SME's) and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The Board acknowledges 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 Board 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 Board is 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 Board Members have reviewed the council's cash flow forecast for the year to 31 March 2024 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 auditors are responsible for independently reviewing and reporting on the council's annual financial statements. The annual financial statements have been examined by the council's external auditors and their report is presented on pages 29 to 30.

The annual financial statements set out on pages 27 to 43 which have been prepared on the going concern basis, were approved by the Board on 19 July 2023 and were signed on its behalf by:

**Dr. Loretta N. Mkhonta (CEO)**

**Mfundo Msibi**

**Makhosazana Madondo**





## **Independent Auditors' Report**

### **To the Board Members of Eswatini Higher Education Council**

#### **Report on the Audit of the Financial Statements**

##### **Opinion**

We have audited the financial statements Eswatini Higher Education Council ("the Council"), which comprise the statement of financial position as at 31 March 2023, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Council as at 31 March 2023, and its financial performance and its cash flows for the year then ended in accordance with international Financial Reporting Standards for Small and Medium Sized Entities (IFRS for SMEs) and the Higher Education Act, 2013.

##### **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 Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Council in accordance with international Federation of Accountants (IFAC) Code of Ethics for Professional Accountants together with the ethical requirements that are relevant to our audit of the financial statements in Eswatini and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### **Responsibilities of the Board Members and Those Charged with Governance for the Financial Statements**

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS for SME's and the Higher Education Act, 2013, and for such internal control as the Board 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 Board is 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 Board either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

##### **Auditors' 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 auditors' 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 judgment 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 management.
- Conclude on the appropriateness of management's 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 auditors' 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 auditors' 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.

We communicate with those charged with governance 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.

### Other Reports

As part of our audit of the financial statements for the period ended 31 March 2023, we have read the Board Members Report for the purpose of identifying whether there are material inconsistencies between this report and the audited financial statements. This report is the responsibility of the respective preparers. Based on reading this d inconsistencies between this report and the audited financial statements. However, we have not audited this report and accordingly do not express an opinion on this report.

  
**Koba Qunshie and Associates**  
**Chartered Accountants (Eswatini)**  
**Manzini**  
**Registered Auditor: Daniel Bediako**

**04 August, 2023**

The Board members submit their report for the year ended 31 March 2023.

## **1. Review of activities**

### **Main business and operations**

The organisation is engaged in development and implementation of a system of quality assurance for higher education which includes registration, accreditation, institutional audits, quality promotion and standards development and operates wholly in Eswatini.

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. 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 are not aware any new material changes that may adversely impact the Council.

## **3. Events after the reporting period**

The members are not aware of any matter or circumstance arising since the end of the financial year and up to the date of this report.

## **4. Board Members**

The board members of the council during the year and to the date of this report are as follows:

<b>Name</b>	<b>Changes</b>
Makhosazana Madondo	
Henry Tum Du-pont	
Dr. Rangarirai Taruvinga	
Dr. Sonene Nyawo	
Hlobisile Ndzimandze	
Khulile Sikhondze	
Gcinaphi Dlamini	
Mfundo Msibi	
Makhosini Makhubu	
Dr. P. Gumedze	Resigned
Fikile Mdluli	Resigned February 2023
Prof. J. Thwala	
Prof. Thuli Nhlengetfwa	
Futhi Mhlongo	Appointed October 2022
Mboni Dlamini	Redeployed July 2022
Dr. Loretta N. Mkhonta (CEO)	Appointed August 2022

## **5. Auditors**

Kobla Quashie and Associates Chartered Accountants (Eswatini) Manzini.

# STATEMENT OF FINANCIAL POSITION

Annual Financial Statements for the year ended 31 March 2023



Figures in Lilangeni	2023	2022
<b>Assets</b>		
<b>Non-Current Assets</b>		
Property, plant and equipment	1 495 860	1 063 248
Intangible assets	560 212	-
	<b>2 056 072</b>	<b>1 063 248</b>
<b>Current Assets</b>		
Trade and other receivables	277 107	160 173
Cash and cash equivalents	2 768 707	95 441
	<b>3 045 814</b>	<b>255 614</b>
<b>Total Assets</b>	<b>5 101 886</b>	<b>1 318 862</b>
<b>Fund balances</b>		
<b>Funds</b>		
Accumulated funds	546 298	(203 100)
<b>Liabilities</b>		
<b>Non-Current Liabilities</b>		
Capital reserves	1 495 860	1 063 248
Deferred income	1 658 614	-
	<b>3 154 474</b>	<b>1 063 248</b>
<b>Current Liabilities</b>		
Trade and other payables	1 401 114	458 714
<b>Total Liabilities</b>	<b>4 555 588</b>	<b>1 521 962</b>
<b>Total Equity and Liabilities</b>	<b>5 101 886</b>	<b>1 318 862</b>

# STATEMENT OF COMPREHENSIVE INCOME

Annual Financial Statements for the year ended 31 March 2023



Figures in Lilangeni	2023	2022
Revenue	9 136 236	4 396 428
Operating expenses	(8 662 138)	(4 502 789)
<b>Surplus / (Deficit) for the year</b>	<b>474 098</b>	<b>(106 361)</b>
<b>Surplus / (Deficit) for the year</b>	<b>474 098</b>	<b>(106 361)</b>
<b>Total surplus / (deficit) for the year attributable to:</b>		
Council	474 098	(106 361)



# STATEMENT OF CHANGES IN FUNDS

Annual Financial Statements for the year ended 31 March 2023



Figures in Lilangeni	Accumulated Funds	Total Equity
<b>Balance at 01 April 2021</b>		
Changes in equity	(96 739)	(96 739)
Surplus for the year	(106 361)	(106 361)
Total changes	(106 361)	(106 361)
<b>Balance at 01 April 2022</b>	<b>(203 100)</b>	<b>(203 100)</b>
Changes in equity		
Total comprehensive income for the year	474 098	474 098
Prior year adjustment	275 300	275 300
Total changes	749 398	749 398
<b>Balance at 31 March 2023</b>	<b>546 298</b>	<b>546 298</b>
Note(s)		

# STATEMENT OF CASH FLOWS

Annual Financial Statements for the year ended 31 March 2023



Figures in Lilangeni	2023	2022
<b>Cash flows from operating activities</b>		
Cash generated from operations	2 328 227	(151 708)
Interest income	-	-
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(753 363)	(169 706)
Purchase of other intangible assets	(560 212)	-
<b>Net cash from investing activities</b>	<b>(1 313 575)</b>	<b>(169 706)</b>
<b>Cash flows from financing activities</b>		
Movement in deferred income	1 658 614	(301 532)
<b>Total cash movement for the year</b>	<b>2 673 266</b>	<b>(622 946)</b>
Cash at the beginning of the year	95 441	718 387
<b>Total cash at end of the year</b>	<b>2 768 707</b>	<b>95 441</b>



### 1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with International Financial Reporting Standards for Small and Medium Enterprises (SME's), and the Higher Education Act, 2013. The annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below.

#### 1.1 Property, plant and equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the item will flow to the council; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

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.

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

Property, plant and equipment is carried at revalued amount, being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount.

The revaluation surplus in equity related to a specific item of property, plant and equipment is transferred directly to retained earnings when the asset is derecognised.

Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their estimated residual value.

Property, plant and equipment is carried at cost or revalued amount less accumulated depreciation and any impairment losses.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Average useful life
Office furniture and fittings	10 years
Office and IT equipment	5 years
Motor vehicles	5 years

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

The depreciation charge for each period is recognised in profit or loss unless it is included in the carrying amount of another asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

### 1.2 Financial instruments

#### Initial recognition

The council classifies financial instruments, or their component parts on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual arrangement.

Financial assets and financial liabilities are recognised on the council's statement of financial position when council becomes party to the contractual provisions of the instrument.

#### Fair value determination

The fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active (and for unlisted securities), the council establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on entity-specific inputs.

#### Trade and other receivables

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in profit or loss when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in profit or loss within operating expenses. When a trade receivable is uncollectable, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in profit or loss.

Trade and other receivables are classified as loans and receivables.

#### Trade and other payables

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

#### Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

#### Bank overdraft and borrowings

Bank overdrafts and borrowings are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the council's accounting policy for borrowing costs.



### 1.3 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

#### Finance leases - lessee

The lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate on the remaining balance of the liability.

### 1.4 Share capital and equity

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

### 1.5 Employee benefits

#### Short-term employee benefits

The cost of all short-term employee benefits is recognised during the period in which the employee renders the related service.

#### Pension obligation

The Council currently operates a defined contribution plan. The Council pays contribution to a privately administered pension plan on a mandatory, contractual or voluntary basis. Once the contributions have been paid, the Council has no further payment obligation. The regular contributions constitute net periodic costs for the year in which they are due and as such are included in staff costs.

#### Statutory benefits

Provision is not made for statutory termination obligation in terms of the Employment Act, 1980. It is considered that the Council's contribution to the pension fund which can be recovered against such statutory obligation at present exceed the liability.

### 1.6 Provisions and contingencies

Provisions are recognised when:

- the council has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and The amount of a provision is the present value of the expenditure expected to be required to settle the obligation; and

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

### 1.7 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



### 1.7 Government grants (continued)

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

A 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.

Government grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position by setting up the grant as capital reserves or by deducting the grant in arriving at the carrying amount of the asset.

Grants related to income are presented as a credit in the income statement (separately).

### 1.8 Revenue

The Council generates revenue from certificates / programme fees, application fees, registration fees and certificate verification fees. Revenue is recognised at the time the application is submitted to the Council.

### Interest income

Interest is recognised on an accrual basis unless collectability is in doubt.

### 1.9 Related parties

The major related party to the council is the Government of Swaziland which exercises a significant influence over its financial and operating decisions as it provides funding for its annual budget. The institute received the following allocation for the year under review.

### Heading

Government subvention	10 000 000	3 597 823
-----------------------	------------	-----------

### 1.10 Tax

### Current tax assets and liabilities

The council is exempt from tax.

### 1.11 Impairment of assets

The organisation assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the organisation estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the organisation also:

- tests intangible assets with an indefinite useful life or intangible assets not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed during the annual period and at the same time every period.
- tests goodwill acquired in a business combination for impairment annually.

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.



### 1.11 Impairment of assets (continued)

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

Goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the combination.

An impairment loss is recognised for cash-generating units if the recoverable amount of the unit is less than the carrying amount of the units. The impairment loss is allocated to reduce the carrying amount of the assets of the unit in the following order:

- first, to reduce the carrying amount of any goodwill allocated to the cash-generating unit and
- then, to the other assets of the unit, pro rata on the basis of the carrying amount of each asset in the unit.

An entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset other than goodwill attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation other than goodwill is recognised immediately in profit or loss. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

### 1.12 Capital reserves

Any amounts received to fund the acquisition of items of property, plant and equipment are recorded as capital reserves and are amortized into revenue over the useful life of the asset in line with the depreciation policy.

### 1.13 Deferred Income

Deferred income represents funds which have been received from the Government which are set aside for the councils operations. These are transferred into the income statement over the periods necessary to match them with the related costs that they are intended to compensate.

## 2. Property, plant and equipment

	2023			2022		
	Cost / Valuation	Accumulated depreciation	Carrying value	Cost / Valuation	Accumulated depreciation	Carrying value
Furniture and fittings	807 369	(216 980)	590 389	316 559	(155 130)	161 429
Motor vehicles	1 007 875	(466 375)	541 500	1 007 875	(265 975)	741 900
Office and IT equipment	588 987	(225 016)	363 971	326 434	(166 515)	159 919
<b>Total</b>	<b>2 404 231</b>	<b>(908 371)</b>	<b>1 495 860</b>	<b>1 650 868</b>	<b>(587 620)</b>	<b>1 063 248</b>

### Reconciliation of property, plant and equipment - 2023

	Opening balance	Additions	Depreciation	Total
Furniture and fittings	161 429	490 810	(61 850)	590 389
Motor vehicles	741 900	-	(200 400)	741 900
Office and IT equipment	159 919	262 553	(58 501)	363 971
	<b>1 063 248</b>	<b>753 363</b>	<b>(320 751)</b>	<b>1 495 860</b>

### Reconciliation of property, plant and equipment - 2022

	Opening balance	Additions	Depreciation	Total
Furniture and fittings	144 752	45 473	(28 796)	161 429
Motor vehicles	943 475	-	(201 575)	741 900
Computer equipment	79 850	124 233	(44 164)	159 919
	<b>1 168 077</b>	<b>169 706</b>	<b>(274 535)</b>	<b>1 063 248</b>

## 3. Trade and other receivables

Trade receivables	134 718	56 558
Government of Eswatini: Deposits	39 995	39 995
Deposits	75 974	35 200
Staff loans	26 420	28 420
	<b>277 107</b>	<b>160 173</b>

## 4. Cash and cash equivalents

Cash and cash equivalents consist of:

Bank balances	2 768 707	95 441
---------------	-----------	--------

### Bank balances:

Nedbank Swaziland Limited	2 768 707	95 441
---------------------------	-----------	--------

Figure	2023	2022
--------	------	------

### 5. Capital reserves

Non-current liabilities	1 495 860	1 063 248
-------------------------	-----------	-----------

Capital reserves arise from capitalisation of the councils assets. Capital reserves are amortised to revenue over the expected life of the assets in line with the depreciation policy.

Opening balance	1 063 248	1 168 077
Additions	753 363	169 706
Amortization of capital reserves	(320 751)	(274 535)
	<b>1 495 860</b>	<b>1 063 248</b>

### 6. Deferred income

Opening balance	-	301 532
Funds received during the year	10 000 000	3 597 823
Funds utilised	(8 341 386)	(3 899 355)
	<b>1 658 614</b>	<b>-</b>

Deferred income represent funds received from the Government which are recognised into income over the periods necessary to match them with the related costs that they are intended to compensate.

### 7. Trade and other payables

Trade payables	832 669	65 550
Payroll payables	185 466	15 560
Amounts received in advance	379 604	377 604
Other payables	3 375	-
	<b>1 401 114</b>	<b>458 714</b>

### 8. Cash generated from operations

Profit before taxation		
<b>Adjustments for:</b>	474 098	(106 361)
Depreciation	320 751	274 535
Prior year adjustment	275 300	-
<b>Changes in working capital:</b>		
Trade and other receivables	(116 934)	(156 673)
Trade and other payables	942 400	(58 380)
Capital reserves	432 612	(104 829)
	<b>2 328 227</b>	<b>(151 708)</b>

### 9. Risk Management Financial Risk Factors

The council's activities expose it to a variety of risk, credit risk, liquidity risk and cash flow interest risk.

The council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the council.

Risk management is carried out under policies approved by the councillors. The finance department identifies, evaluates and hedges financial risks in operation with the council's operating units. The council provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and investment of excess liquidity.

#### Market Risk

Market risk includes currency risk, interest rate risk and equity price risk. From time to time derivative financial instruments are entered into to reduce this exposure to market risk.

##### (i) Currency Risk

The council was not exposed to significant currency risk at the reporting date.

##### (ii) Interest Rate Risk

The council's income and operating cashflows are substantially independent of changes in market interest rates and the council primarily borrows and lends at variable rates, and its exposure to interest rate risk is reflected under the respective borrowings.

The sensitivity analyses below have been determined based on the exposure to interest rates for both derivatives and derivative instruments at the end of the reporting period. For floating rate liabilities, the analysis is prepared assuming the amount of the liability outstanding at the end of the reporting period was outstanding for the whole year. A 100 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonable possible change in interest rates.

##### (iii) Legal Risk

Legal risk is the risk that the council will be exposed to contractual obligations which have not been provided for.

##### (iv) Operational Risk

Operational risk is the risk of direct or indirect loss resulting from inadequate or failed internal processes, people and systems or from external events. The initiation of all transactions and their administration is conducted on the foundation of segregation of duties that has been designed to ensure materially the completeness, accuracy and validity of all transactions. These controls are argued by management and executive review of control accounts and systems, electronic and manual checks and controls, back-up facilities and contingency planning.





### 9. Risk Management (continued)

#### (vi) Liquidity Risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding from an adequate amount of committed credit facilities and the ability to close out market positions. The council remains confident that the available cash resources and borrowing facilities will be sufficient to meet its funding requirements.

#### (vii) Credit Risk

Credit risk arises from cash and equivalents, deposits with bank and financial institutions, as well as credit exposures to corporate, government and individual customers, including outstanding receivables and committed transactions.

#### (viii) Cash flow and fair value interest rate risk

The council's income and operating cashflows are affected, but not to a significant extent, by change in the market interest rates. The council's interest rate risk arises from long term borrowings. Borrowings issued at variable rates exposes the council to cashflow interest rate risk. Borrowings issued at fixed rates expose the council to fair value interest rate risk. The council's borrowings are mainly variable interest rate borrowing and as such they expose the council to cash flow risk

#### Fair Value Estimation

The nominal value less impairment provision of trade payables and receivables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate available to the council for the council for similar financial instruments.

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, council treasury maintains flexibility in funding by maintaining availability under committed credit lines.

# DETAILED STATEMENT OF FINANCIAL PERFORMANCE

Annual Annual Financial Statements for the year ended 31 March 2023



Figures in Lilangeni	2023	2022
<strong>Revenue</strong>		
Government subvention	8 341 386	3 899 355
Certificate and programme fees	218 417	24 730
Certificate verification	-	48 600
Application and verification fees	10 000	18 152
Subscriptions	205 883	131 056
Amortization of capital reserves	320 751	274 535
Other revenue	39 799	-
	<strong>9 136 236</strong>	<strong>4 396 428</strong>
<strong>Operating expenses</strong>		
Accounting fees	6 000	-
Advertising	427 277	47 914
Audit fees	65 550	65 550
Bank charges	38 836	27 650
Board allowances	496 147	363 475
Board meeting expenses	89 768	78 154
Capital expenditure	753 363	169 706
Car Rental Paid	-	60 770
Computer expenses	20 947	37 258
Consulting fees	1 344 230	822 637
Depreciation	320 751	274 535
Employee costs	1 541 371	1 815 868
IT System administration expenses	240 050	-
Implementation of NQF expenses	327 321	-
Insurance	61 538	69 078
Internet connection fees	17 493	27 180
Legal expenses	98 683	-
Miscellaneous expenses	45 027	25 881
Motor vehicle expenses	161 079	31 512
Postage	367	1 102
Printing and stationery	198 325	45 562
Quality assurance programmes expenses	1 249 286	-
Quality management expenses	370 034	-
Regulatory tender fees	42 346	1 229
Rent	627 215	378 503

## DETAILED STATEMENT OF FINANCIAL PERFORMANCE

Annual Annual Financial Statements for the year ended 31 March 2023



Figures in Lilangeni	2023	2022
<b>Operating expenses</b>		
Repairs and maintenance	2 130	36 284
Staff training	49 695	19 994
Staff welfare	24 280	-
Telephone and fax	2 053	455
Travelling expenses	24 216	102 492
Web design and hosting fees	16 760	-
	<b>8 662 138</b>	<b>4 502 789</b>
<b>Surplus / (deficit) for the year</b>	<b>474 098</b>	<b>(106 361)</b>

The supplementary information presented does not form part of the annual financial statements and is unaudited



📍 Lilunga House, 1st Floor  
P.O. Box 6582  
Mbabane

☎ (+268) 24088494

☎ (+268) 24043880

✉ info@shec.org.sz

🌐 www.shec.org.sz