ESHEC
NEWSLETTER

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MEET THE
ESHEC TEAM

ESHEC has a dedicated staff compliment led by the Chief Executive Officer Dr Loretta Mkhonta.
Get to know them **Pg. 07**

INSTITUTIONAL ASSESSMENTS
FOR PUBLIC INSTITUTIONS

The University of Eswatini held a launch for its institutional assessment for self-improvement and accreditation by ESHEC.
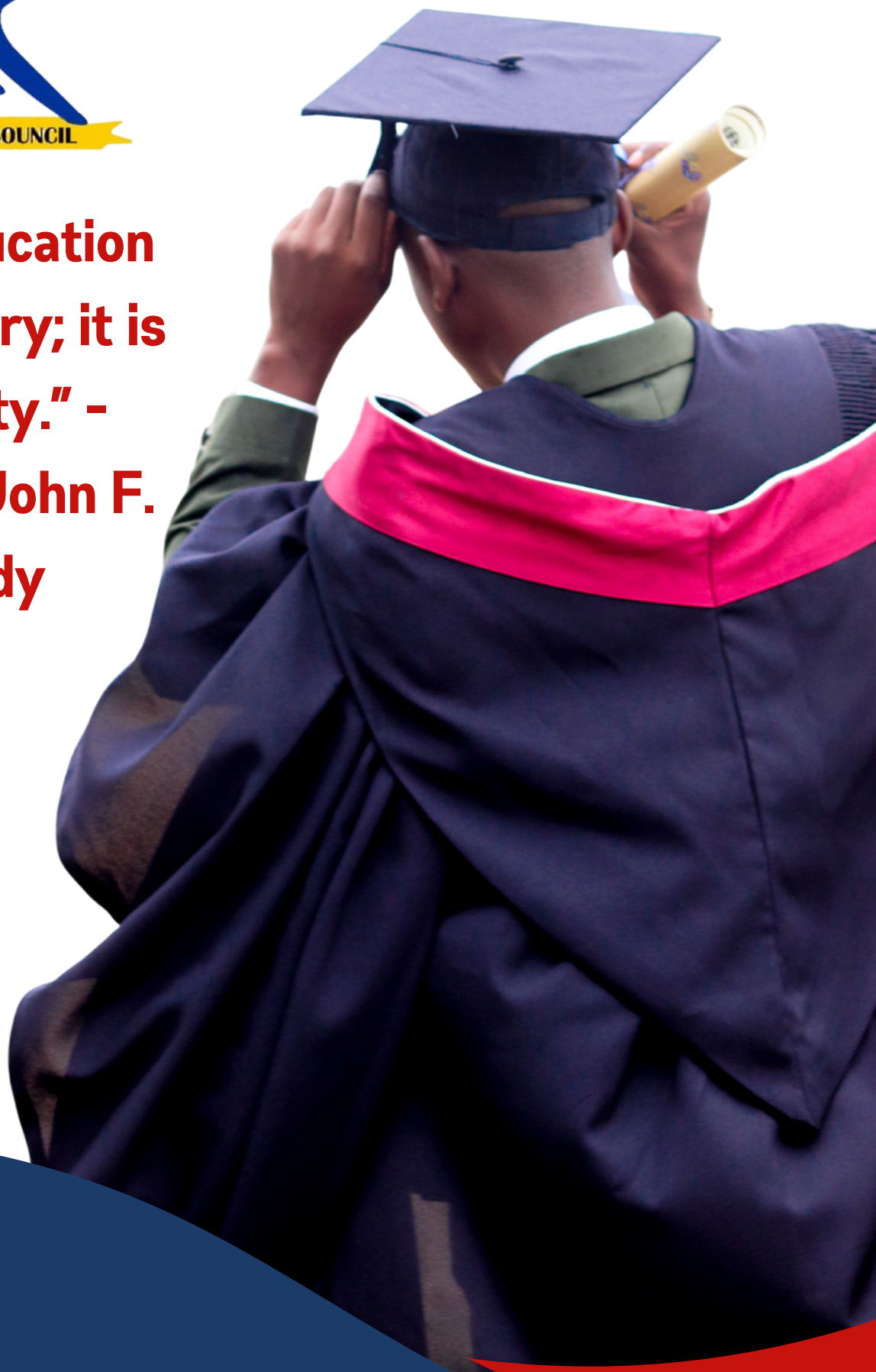Read more about it on, **Pg. 17**

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"Higher education is not a luxury; it is a necessity." - President John F. Kennedy

The importance of higher education lies in its benefits for personal development, career prospects, and quality of life.

Higher education provides students with the skills they need to compete in the job market and to think critically, problem-solve, and communicate effectively.

Higher education also enables the exchange of knowledge, research, and innovation and connects students with leaders in various fields of study.

EDITORIAL

This first edition comes at the height of the increased demand of higher quality education in the country.

ESHEC has the enormous task of ensuring that the higher education space adheres to quality assurance, so as to meet its mandate.
More systematic approaches to quality in higher education have been at the forefront of higher education.
ESHEC has provided institutional frameworks to address the strategic goal of formalising quality assurance processes in higher education systems for consistency, comparability and continuity.

Higher education plays a fundamental role in the growth and nation's development in social, economic, cultural, scientific and political respects.

To this end ESHEC is developing its organisational strategy (2023 to 2025) that will advance the ESHEC's operational purpose and strategic intent for their next strategic period.

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 and further ensure graduate mobility through globally comparative higher education. The intent is further 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.

ESHEC has also carried out a number of activities towards achieving its main objective, such as the successful accreditation of Botho University, the review of the Fees Structure for Higher Education Institutions, a team capacity development workshop for ESHEC staff and Compliance Consultants.

DR. LORETTA MKHONTA
CEO

ABOUT ESHEC

VISION

To be a leader in the regulation and coordination of higher education nationally and globally.

MISSION

Ensuring a regulated and coordinated higher education through quality assurance and qualifications mechanisms.

OBJECTIVE

The overall objective of the Eswatini Higher Education Council is to regulate higher education in Eswatini, ensuring that the post-secondary sub-system 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.

VALUES

Integrity
Professionalism
Partnerships
Accountability
Responsiveness

BACKGROUND

THE 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 Eswatini, ensuring that the post-secondary sub-system 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 Council 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.

This is done 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. It ensures that all institutions of higher learning in Eswatini offer programmes and qualifications that meet the required standards and are aligned with national and international development goals.

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.

INTERVENTION LOGIC

The decision to establish the ESHEC 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.
- Fragmented provision of post-secondary education and limited pathways.
- Poor credibility and quality of existing qualifications and training programmes.
- Limited interface with industry regarding programme design, delivery and review.
- Inability to evaluate, verify and accredit qualifications or skills obtained outside the country.
- Inability to evaluate and accredit qualifications generated by local institutions.

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Meet the
ESHEC TEAM

ESHEC has a dedicated staff compliment led by the Chief Executive Officer, Dr. Loretta Mkhonta.

Dr. Loretta Mkhonta

CHIEF EXECUTIVE OFFICER

Dr.Loretta N. Mkhonta is the Chief Executive Officer of Eswatini Higher education Council, since August 2022. She started her career as a subject teacher at Nsongweni, Manzini Nazarene and Salesian High Schools until 2005.

Dr. Loretta Mkhonta is an education professional who until July 2022 served as the National Director for SOS Children's Villages Eswatini. Before that she served as the Education Capacity Building Specialist for World Vision Southern Africa Region (SARO) responsible for Education Capacity Building strategies for nine (9) World Visions Country Offices for three (3) World Vision Education models namely: the Learning Roots model, Literacy Boost programme and the Youth Ready model. Before Joining the World Vision Regional Office, Dr. Mkhonta worked for the National Children's Coordination Unit (Deputy Prime Minister's Office) as the Education Specialist, and was responsible for ensuring a policy framework and coordinating children's issues in the field of education.

Prior to that Dr. Mkhonta was a lecturer in the department of education at William Pitcher College. She was a part time teaching assistant and course coordinator for Education Studies and Professional Studies at the University of KwaZulu-Natal (Edgewood Campus) during her post graduate studies.

Dr. Loretta Mkhonta holds a Bachelor's Degree in Humanities and a Concurrent Diploma in Education from the University of Swaziland. She further holds an Honours Degree and Masters Degree in Education (Curriculum studies) and a PhD in Education all from the University of Kwazulu-Natal. She recently completed the GIBS Institute Strategic Leadership course and holds a Damelin Certificate in Public Relations.

Dr. Mkhonta is a former Malkerns Town Board appointee, former CANGO Vice Board Chairperson, former chairperson of the Children's Consortium of NGOs and is serving in the Economic Policy Analysis and research Centre (ESEPARC) board, where she is also a member of the Finance and Administration Committee.

Dr. Monica Nkwanyana - Sithole

QUALITY ASSURANCE MANAGER

Dr. Monica Nkwanyana - Sithole holds a PhD from the University of South Africa (UNISA), a Bachelor of Arts in Humanities, Post Graduate Certificate in Education and a Master's Degree from the University of Eswatini. She also holds an Advance Diploma in Education for Sustainable Development and Leadership from the Rhodes University.

She has served as a teacher at St Michaels High School, a lecturer at Ngwane Teachers College and William Pitcher College. She also served as a part-time lecturer at the University of Eswatini.

As a researcher, Dr. Nkwanyana - Sithole has presented papers in national and international conferences in the area of Curriculum Development and in teaching and learning.

She has also worked with the National Curriculum Centre (NCC) as a curriculum designer and designed learners' books and teachers' guides published by Macmillan Eswatini Publishing Company.

Sphiwayinkhosi Nsibande

QUALITY ASSURANCE OFFICER

Sphiwayinkhosi Nsibande holds a Master's Degree in Education, Curriculum and Teaching (English Education) from the University of Eswatini. She is currently doing her PhD with the University of Johannesburg. Sphiwayinkhosi also holds a Bachelor of Arts Degree (BA) in Humanities and a Post Graduate Certificate in Education from the University of Eswatini. She has worked as an educator for a number of years, teaching English Language and Literature. She has also taken a number of short courses to improve her knowledge in Education at the University of Johannesburg. These include; Introduction to Artificial Intelligence in the 4IR (fourth industrial revolution) and Introduction to SDG (Sustainable Developmental Goals).

Batfobile Dlamini

QUALITY ASSURANCE OFFICER

Batfobile Dlamini holds a Master's Degree in Tourism and Hospitality Management from the Tshwane University of Technology, an MPhil in Education and Training and a certificate in Management Development Programme (MDP) from the Stellenbosch University. She also has a certificate in Training and Development from the University of South Africa (UNISA). Batfobile has worked with IDM (Institute of Development Management) since 2013, as a lecture in the Business Department and has also managed several portfolios in the institution; as an assessment coordinator, student affairs' officer and eventually Head of the Business Information and resources management, Department.

Musawenkhosi Zwane-
QUALITY ASSURANCE OFFICER

Musawenkhosi Zwane holds a Bachelor of Arts and Post Graduate Certificate in Education from the University of Eswatini. He also holds a certificate in Management Development programme, NQF Level 6 qualification from Stellenbosch University and a Master's Degree in educational management from Midlands State University (AMADI). Musawenkhosi has served as a teacher at St Michael's High and Qomintaba Primary school. He has also worked at the Institute of Development Management (IDM) for a period of nine (9) years as Registrar and also served in Quality Assurance Committees in the same institution.

Dr. Ncamsile Motsa
THE RESEARCH MONITORING AND PUBLICATIONS MANAGER

Dr. Ncamsile Daphne Motsa has served as an educator at Mbekelweni Lutheran High school for a number of years. She is an astute researcher and a passionate advocate for social justice in educational spaces. Dr. Motsa has published widely on vulnerability, gender, diversity, social justice in education and learning experiences of children in the rural schooling contexts of Eswatini and Southern Africa. At present, she has twenty (20) research publications in accredited journals. Before joining ESHEC, she was engaged in a three (3) year Postdoctoral Programme with the University of KwaZulu-Natal where she also did supervision work for both Master's Degree and PhD studies. Dr. Motsa holds a Certificate in Online Teaching for Educators (COTE), a Bachelor's Degree in Humanities and a Post Graduate Certificate in Education from the University of Eswatini. She also holds a Master's Degree and a PhD in Social Justice Education from the University of Kwazulu-Natal.

Mangaliso Sifundza

FINANCE ADMINISTRATION MANAGER

Mangaliso Sifundza is a registered Accountant and a Chartered Government Finance officer affiliated with CIGFARO, South Africa. Prior to joining ESHEC, he served as a Town Treasurer at Mankayane Town Board and Piggs-Peak Town Council, responsible for managing the financial affairs of the municipalities. Mangaliso holds a Bachelor of Commerce Honors Degree from Regent Business School and an ACCA Diploma in Accounting and Business from ACCA, UK. Currently he is pursuing a Master's Degree in commerce, at the Management College of Southern Africa.

Mihla Khumalo

ADVOCACY AND COMMUNICATIONS OFFICER

Mihla Khumalo has served in various sectors both in the private and public sector over the last two decades. He has worked as a Teacher in different Primary and High Schools in Eswatini, worked for one of the national mobile telephone companies and also lectured in some of the Private Higher Education Institutions (HEIs) in the country. He holds various qualifications in English Language, Literature in English and History as well as Post Graduate Qualification in Education from the University of Eswatini. He also possesses qualifications in Communication and Media Studies from the Northwest University (NWU) in South Africa. He has worked in the Media space, as an Online Editor for one of the National Newspapers and served as Senior News Reporter for the National Radio Station. In the past 5 years he served The Deputy Prime Minister's Office, as the Ministerial Communications Officer, responsible for internal and external communication.

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Nhlanhla Sigwane

INFORMATION TECHNOLOGY OFFICER

Nhlanhla Sigwane has served as teacher in different High schools in Eswatini. He has also worked for the United Nations Economic Commission for Africa in the Information Technology department, responsible for managing and storing data using computers, software, databases, networks, and servers. Nhlanhla holds a Bachelor's Degree in Management Information Systems (MIS) and has a proven ability to improve working environments and a commitment to employee prosperity.

Thembinkhosi Mkhabela

TRANSPORT AND LOGISTICS OFFICER

Thembinkhosi Mkhabela worked as a registering agent in different car dealerships in Matsapha, before joining ESHEC. He has also worked as a Transport Officer for World Vision, Eswatini.

QUALITY ASSURANCE (QA)

EVALUATION 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.

Through Review Panels comprising subject matter experts, one institution and two programmes were assessed for accreditation. The institution and programmes are as follows:

- Emmanuel Wesley Bible College Institutional Assessment was assessed on 7 February 2023 and the subject matter expert was Dr N. Tfwala from the College of Theology;
- Ngwane Park TVET - Diploma in Fashion and Design was assessed on 16 February 2023 and the subject matter expert was Dr B. Makhanya from UNESWA Luyengo.
- Springfield Research University - Bachelor of Business Administration Supply Chain and Logistics was assessed on 23 February 2023 and the subject matter expert was Dr Bihma from UNESWA Kwaluseni.

STUDIES AND CONSULTANCIES

ESHEC has launched a study that is being conducted by the Eswatini Economic Policy Analysis Research Centre (ESEPARC) which is to develop a sustainable funding model for public higher education. There is an ongoing consultancy that is responsible for the review of the fees structure for higher education institutions. There is also an ongoing consultancy to develop the higher education policy.

DEVELOPMENT OF THE HIGHER EDUCATION POLICY STAKEHOLDER ENGAGEMENTS (28-31 MARCH 20230

A number of stakeholders have been engaged with the following: key Government Ministries, all Higher Education Institutions attended the Education Portfolio Committee from the House of Assembly and professional bodies. The process is ongoing.

RESEARCH, MONITORING AND PUBLICATIONS (RMP)

ESHEC's research, monitoring and publications broad 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.

RESEARCH, MONITORING AND PUBLICATIONS STRATEGY 2023-2025

The ESHEC's research strategic plan/roadmap for 2023/2025 has been developed and approved by Council. It 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.

ESHEC has developed its first manuscript for publication titled: 'Towards Equitable and Sustainable Quality Education, in Institutions of Higher Learning in Eswatini'. The manuscript is due for public dissemination April, 2023.

ESHEC STRATEGIC PLAN DEVELOPMENT

Every Friday of the week from 11am to 1pm, the entire ESHEC team attends and participates in the development of the Strategic plan. The discussions are facilitated virtually by the consultancy OrgXpert 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. The project has undertaken 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. As part of this project ESHEC 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.

The OrgXpert consultancy will also develop; ESHEC Brand and Communications Strategy, Resource Mobilization Strategy, the Organizational Structure and the Balanced Score Card.

INFORMATION TECHNOLOGY (IT)

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.

The consultancy has uploaded the data of all registered HEIs. Forty three (43) out of forty five (45) institutions were trained on the system and they were able to create their institutional accounts on the ESHEC system and are uploading their data. The deadline for uploading data was extended by a week from 31 March to 6 April 2023.

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LAUNCH OF UNESWA INSTITUTIONAL ASSESSMENTS

ESHEC has the responsibility to assess institutions for establishment, registration and accreditation. ESHEC is responsible for setting institutional standards to govern the operations, performance and general conduct of all institutions authorized to operate under the aforementioned Act. An institutional Assessment of HEIs is the assessment of the work of the institution, assessment of the programmes, and quality of resources of the institution. The result is that the institution is granted the status of an accredited higher education institution.

ESHEC began the process to prepare private HEIs for institutional assessments in November 2023. On the 7th of March ESHEC team facilitated a workshop to launch the Institutional Assessment for the University of Eswatini at the Sibanesami Hotel at Ezulwini. Prior to the launch ESHEC had received UNESWA Self-Assessment report (SAR) which is a self-evaluation document that an institution submits gauge its performance in relation to the ESHEC's quality standards.

The aim was to prepare participants to organise their Faculties, departments and units for the institutional assessment for accreditation and be familiar with the expectations and processes engaged by the external agency (ESHEC) when accrediting their programmes and practices and to understand their roles in the process. The participants were the Vice Chancellor Professor Justice Tfwala Deans of Faculties, Directors, HoDs & Programme Coordinators, Heads of Units and quality assurance committees.

Meet the
PART TIME
ESHEC COMPLIANCE TEAM

The compliance team will collaborate with Higher Education Institutions, in ensuring that the Higher Education standards are upheld in all accredited Higher Education Institutions in Eswatini.

DR. PHINDILE MABUZA

DR. EDMUND MAZIBUKO

DR.TIBEKILE MANANA

DR. DARREN CHIPATO

LUCY MKHONTA

ESHEC successfully recruited part time compliance consultants in February 2023, who have been trained to carry out monitoring visits to all Higher Education Institutions in the country.

DR. SIKHOMBA GUMBI

COMPLIANCE MONITORING OF HIGHER EDUCATION INSTITUTIONS

A total of eight (8) HEIs including one TVET institution are currently being 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.

EMMANUEL WESLEYAN BIBLE COLLEGE GET PROVISIONAL REGISTRATION.

ESHEC CEO Dr. Loretta Mkhonta handing over the certificate to Emmanuel Wesleyn College's Joshua Azikiwe.

BOTHO UNIVERSITY FULLY ACCREDITED.

ESHEC handed over a certificate of full registration to Botho University. This means, the University has successfully met all the regulator's requirements for the registration and accreditation of both the institution and programmes.

"We really applaud Botho University for attaining the necessary requirements for accreditation. We also encourage other institutions to abide by the Higher Education Act and work with ESHEC and offer quality in their institutions", commented Dr. Loretta Mkhonta, ESCHEC CEO.

TEAM DEVELOPMENT

A team capacity development workshop for ESHEC staff and Compliance Consultants at the Royal Villas.

COORDINATION AND CAPACITY BUILDING

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 and they are: that countries must ensure a focus on External Quality Assurance (EQA) and develop a full understanding of the principles underpinning it,

the range of EQA mechanisms, and that countries must ensure a focus on Internal Quality Assurance (IQA) and build comprehensive IQA systems, policies and processes. Capacity building for Higher education Institutions is also aligned with ESHEC mandate.

In the reporting period ESHEC facilitated a workshop for all higher education institutions at Esibayeni Lodge in Matsapha from 1 to 3 March 2023. This was a follow up of the workshop of November 2022. In the present context of globalisation, quality in higher education is needed to transform the nation;

thus, a change in mindset or the way we do things is imperative. Consequently, the training was titled; Strengthening the Quality Assurance of Eswatini Higher Education Institutions and it covered the following topics:

- Mindset Change and Team Building
- 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
- Institutional Affiliations, Joint Programmes, Professional Bodies and other institutions.

CAPACITY DEVELOPMENT

ESHEC had a team capacity development workshop where the ESHEC staff and compliance consultants participated in a workshop, facilitated by Dr. Violet Makuku, a Higher Education Quality Assurance Consultant and Director of the Global Quality Assurance Association based in Ghana.

DEVELOPMENT OF THE HIGHER EDUCATION POLICY

ESHEC had a series of stakeholder consultations for the Development of the Higher Education Policy at the Mountain View Hotel and at Sibayeni Lodge between the 29th-31st of March. All the Government Ministries were represented, and the Higher Education Institutions participated.

The House of Assembly Education Portfolio Committee Members led by Chairperson MP Noah Gama also participated in the workshop. The ESHEC council and staff, Uniformed Forces, Church Bodies and Developmental Partners engaged in the policy development.

QUICK GUIDE TO BEING AN ACCREDITED INSTITUTION

1) Apply for establishment.
2) Apply for registration.
3) Apply for accreditation of your programmes.
4) Login@eshec.org.sz.
Follow prompts.

PUBLIC INSTITUTIONS

1. University of Eswatini (UNESWA)
2. Southern African Nazarene University (SANU)
3. Eswatini College of Technology (ECOT)
4. Eswatini Medical Christian University
5. William Pitcher Teacher Training College
6. Ngwane Teacher Training College
7. Gwamile Voctim
8. Mpisi Farm
9. Skills Centres
10. ECODEC Ezulwini

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LIST OF INSTITUTIONS GRANTED AUTHORITY TO ESTABLISH AND OPERATE

- Advanced School of Information Technology
- BOSCO Youth Agricultural Centre (BYAC)
- Emergency Medical Rescue College
- Institute of Research Management and Development (IRDM)
- BSA Training Centre
- SoftTech Swaziland
- Bahamas Academy
- Swaziland Police Academy
- Management College of Southern Africa - (MANCOSA)
- Regent Business School
- Centre for International Technology and Consultancy (CIT)
- AMADI University College
- Workers College
- Birch Cooper Graduate Institute
- Global University College
- CITEC College
- Ngwane Park Youth and Training Centre
- Providence International Training Institute
- Corporate Development Training Centre (CDTC)
- Hillside College
- Bradford College

- Swaziland College of Theology
- Chrysolite Business Trainer
- Resource College formerly
- African American Institute for Development Management
- Muna Health life Institute
- Euro Africa Campus
- NOSA Eswatini
- Ubombo Technical College (U-Tech College)
- SIMAV SHEQ
- Eswatini Christian Medical University
- Institute for Development Management (IDM)
- Limkokwing University of Creative Technology (LUTC)
- African Prime Institute for Science and Technology (APIST)
- Intellectus Campus
- Exact Training Consultants
- Eastern and Southern African Management Institute (ESAMI)
- Springfield Research University
- Bethel Vocational Centre
- Eswatini Cooperative College (ECODEC)
- Sicobho Skills Centre
- African Christian College
- Botho University
- Mananga Centre for Regional Integration and Management Development
- Good Shepard College of Nursing
- Emmanuel Wesleyan Bible College

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