

# **REQUIREMENTS, STANDARDS AND GUIDELINES FOR ESTABLISHING UNIVERSITIES and COLLEGES**

## **SECTION A - REQUIREMENTS**

## Preamble

The Eswatini Higher Education Act requires that all diploma and degree granting institutions be registered ESHEC. Prior to registration, ESHEC requires that higher education institutions should meet the mandatory requirements.

## Requirements for Establishing University or College

In Eswatini, an institution (university or college) applying for establishment must meet the following requirements:

1. Land
2. Physical facilities
3. Campuses
4. Faculty and facility alignment
5. Legal and procedural
6. Financial

## Application

These requirements shall apply to:

- a) All public universities established in Eswatini;
- b) All private universities established in Eswatini;
- c) All foreign universities wishing to operating in Eswatini
- d) Universities that are migrating to new land
- e) Colleges upgrading to university status

## Establishment of a university

The Eswatini Higher Education Regulations specify that anyone that intends to establish and maintain a higher education institution must apply to the Council in terms of these regulations, Section 4 (1) & (2).

(1) Anyone that intends to establish and maintain a higher education institution must apply to the Council in terms of these regulations.

(2) For establishment, an applicant must –

(a) submit the application in full, at least **twelve months** before the institution is to start operating, in the form determined in Schedule 1 of these regulations; and

(b) send with the application the full fee as prescribed in Schedule 5 of these regulations.

(3) If an applicant does not comply with sub-regulations 2(a) and (b), the Executive Secretary must decline to process the application.

## MANDATORY REQUIREMENTS

### A) LAND

For a university, the sponsor shall have to make available at least **10 hectares** and having potential for further development.

Section 5 (a) (iii)

In the case of a university, the prospective provider shall have to make available at least **10 hectares of land.**

#### **Additional land requirements**

- Land must be contiguous and free of encumbrances
- The land title must be in the name of the applicant, such as a state government, university government, trust, society, or company
- The land title must be clear, undisputed, and without encumbrance

### B) PHYSICAL FACILITIES

A University or college to be established shall provide the following physical facilities to accommodate its activities:

- (a) Classrooms or lecture rooms;
- (b) departmental areas, staff offices and seminar rooms;
- (c) central administration offices;
- (d) library;
- (e) auditorium or lecture theatre,
- (f) staff common rooms;
- (g) student common rooms with indoor recreation facilities;
- (h) outdoor recreation facilities in form of games or sports facilities;
- (i) drainage system, proper sanitation and water supply;
- (j) dispensary

**Table 1: Physical Facilities Mandatory Requirements**

	<b>University</b>	<b>College</b>	<b>Specialist University</b>	<b>Distance University</b>
<b>Land Size</b>	10 hectares and above	Between 5 and 10 hectares	10 hectares and above	Between 5 and 10 hectares
<b>Open Space</b>	2 hectares	2 hectares	1 hectare	1 hectare
<b>Sporting Facilities</b>	1 standard Athletics track (enclosing a football pitch) and 2 sporting codes	1 standard Athletics track (enclosing a football pitch) and 2 sporting codes	1 standard Athletics track (enclosing a football pitch) and 2 sporting codes	1 standard Athletics track (enclosing a football pitch) and at 2 sporting codes
<b>Faculties</b>	Minimum of four (4)	Minimum of three (3)	Minimum of two (2)	Minimum of two (2)

### **C) CAMPUSES**

Campuses located in one city of a private university/ Institution will be considered collectively as one unit for the application of the criteria. However, a campus of a private university/college located in other towns would be treated as a new institution and the same criteria will be applicable to each campus.

### **D) FACULTY AND FACILITY ALIGNMENT**

The Higher Education Institution, where applicable, should align with the relevant facility for the programmes delivery.

<b>Faculty/Department/Institute</b>	<b>Facility</b>	<b>Accessibility</b>
Related to teacher training	School attached to university	Within 15 minutes of travel time
Related to Science ( <i>e.g. Dental, Healthcare, Medical</i> )	University hospital	Within 5 – 10 minutes walking distance
Related Agriculture ( <i>e.g. Livestock, Crop</i> )	Farm, Breeding Farm	Within 5 – 10 minutes walking distance
Related to Environmental ( <i>e.g. Geology, Chemical, Engineering</i> )	Research Centres, Stations, Laboratories	Within 15 minutes of travel time
Related to Business Management	Incubation Centre	Within the campus
Related to Aviation	Airport	Within 15 minutes of travel time
Related to Information Technology	ICT Laboratories	Within campus
Related to Arts and Culture	Museum, Exhibition Centres	Within 15 minutes of travel time

### **E. LEGAL AND PROCEDURAL**

That the sponsoring body should be a Society/Trust or a Foundation registered/constituted under the relevant regulations of Companies Ordinance/Trust Act/Societies Registration Act.

**This shall not be required in case the institution is in the public sector;**

- Please note that trading names are prohibited
- A copy of the registration title deed along with a Memorandum of association will be supplied to examine the objectives and credentials of the members.
- A brief profile of each member of management should also be provided;
- The sponsoring body/institution shall apply to ESHEC and submit five (5) copies of the Self-Assessment Report.

## **F. FINANCIAL**

Subject to the satisfaction of ESHEC, the institution is **financially stable** and has the ability to sustain a **regular functioning** on a long-term basis.

The financial resources of the institution are sufficient to enable it to make due provision for its continued maintenance and efficient working. For this purpose the sponsor shall be required to create a non-transferable **Endowment Fund** in the name of the Society or Trust, as the case may be. Endowment Fund shall be invested in the name of the institution or university.

### **SUMMARY OF MANDATORY REQUIREMENTS**

Proof of land ownership  
Master Campus plan  
Proposed Governance Structure  
Financial Proposal (Projected Statements)  
Endowment Fund

## **SECTION B – STANDARDS AND GUIDELINES**

# Table of Contents

<b>STANDARD 1: MISSION AND VISION OF THE INSTITUTION .....</b>	<b>11</b>
<b>STANDARD 2: FACULTIES .....</b>	<b>12</b>
<b>STANDARD 3: GOVERNANCE PROCEDURES .....</b>	<b>12</b>
<b>STANDARD 4: PHYSICAL STRUCTURES .....</b>	<b>15</b>
<b>STANDARD 5: STAFFING .....</b>	<b>22</b>
<b>STANDARD 6: ACADEMIC STAFF PROMOTION.....</b>	<b>23</b>
<b>STANDARD 7: STUDENT ADMISSION .....</b>	<b>24</b>
<b>STANDARD 8: STUDENT REGISTRATION .....</b>	<b>26</b>
<b>STANDARD 9: SPECIAL FACILITIES (Information Technology).....</b>	<b>27</b>
<b>STANDARD 10. DURATION AND WEIGHTINGS OF PROGRAMS .....</b>	<b>28</b>
<b>STANDARD 11: STUDENT ASSESSMENT .....</b>	<b>28</b>
<b>STANDARD 12: STUDENT WELFARE.....</b>	<b>30</b>
<b>STANDARD 13: FINANCIAL VIABILITY AND SUSTAINABILITY .....</b>	<b>33</b>

## **List of Abbreviations**

CAT – Credit Accumulation and Transfer

ESQF – Eswatini Qualifications Authority

FSTE – Full time

VC – Vice Chancellor

## Definitions

<b>Campus Master Plan</b>	A strategic document designed to guide physical development of a college or university. It aligns the institution's physical infrastructure with its mission, vision, and long-term goals, serving as a blueprint for growth and change.
<b>Classroom</b>	Means a room accommodating several students for the purposes of instruction
<b>College</b>	A higher education institution providing higher education programmes, but with a limited scope and range of operations. A college normally offers qualifications up to diploma level according to the Eswatini Qualifications Framework (ESQF)
<b>Degree</b>	A document attesting that the holder has completed a cycle at a higher learning institution;
<b>Distance University</b>	A distance university mainly offers tuition through distance learning. They sometimes have block-release programmes where students have to attend face-to-face classes for limited periods of time. Courses are mostly taught fully online or with materials sent to the student.
<b>FTSE Full Time Students Equivalent</b>	Means a number of hours of teaching required by one student to fulfil the requirements of the course in an academic year
<b>Open University</b>	Open universities typically do not have traditional campuses. Open universities are institutions offering degrees with low or no entry requirements. They offer distance learning studies. Courses are taught fully online or with materials sent to the student.
<b>Physical facilities</b>	means any structure fixed or movable or of whatever kind and any part thereof used or intended to be used for teaching, lecturing or instructing or as a dwelling house or for recreational and all ancillary facilities thereto including drainage works, services installations and road works;
<b>Private university</b>	means a university established with funds other than public funds
<b>Public university</b>	means a university maintained or assisted out of public funds
<b>Self-assessment Report (SAR)</b>	An analytical report prepared by a higher education institution, assessing its own performance, to be used as the main piece of evidence for the Review Panel
<b>Specialist University</b>	Specialist universities focus on a particular subject area such as science, law, agriculture, music, dance, art or drama.
<b>Traditional/ Research Universities</b>	The focus is on academic programmes. The academic staff teach and also conducts research. A traditional/ research university is a university where the primary responsibility of professors and faculty is to not only teach undergraduate courses but also to conduct and publish research.
<b>University</b>	A university is an institution of higher education and research which awards academic degrees/diplomas/certificates in several academic disciplines
<b>University of Technology</b>	A vocational university or university of applied sciences, less commonly called a polytechnic university is an institution of higher education and increasingly research that provides applied professional education and grants academic certificates/ diplomas/ degrees

## **LEGEND – University Classification**

<b>CG</b>	College
<b>DU</b>	Distance University
<b>PU</b>	Public University
<b>PVU</b>	Private University
<b>SU</b>	Specialist University
<b>RU</b>	Research University
<b>OU</b>	Open University
<b>UOT</b>	University of Technology

## **PROGRAMME EVALUATION STANDARDS AND GUIDELINES**

In terms of the Higher Education Act of 2013, the Eswatini Higher Education Council has the responsibility to specify that anyone that intends to establish and maintain a higher education institution must apply to the Council in terms of these regulations, Section 4 (1) & (2).

The following quality standards and guidelines are considered for the establishment of a university.

- Standard 1: Mission and Vision of the Institution
- Standard 2: Faculties
- Standard 3: Governance Procedures
- Standard 4: Physical Structures
- Standard 5: Staffing
- Standard 6: Academic Staff Promotion
- Standard 7: Student Admission
- Standard 8: Student Registration
- Standard 9: Special Facilities
- Standard 10. Duration and weightings of programs
- Standard 11: Student assessment
- Standard 12: Student welfare
- Standard 13: Financial viability and sustainability

# STANDARDS TO BE MET BY INSTITUTIONS FOR ESTABLISHING A UNIVERSITY

## STANDARD 1: MISSION AND VISION OF THE INSTITUTION

*These criteria seek to ensure that the institution has a clear vision, mission and objectives that guide its policies and activities as well as meet the felt needs in Higher Education in Eswatini. The criteria also ensure that the institution is accessible to the stakeholders and runs sustainable programs in line with its mission.*

### **1.1 Vision, Mission and Objectives**

- 1.1.1 The institution has a stated **vision and mission** that is supported by specific and clearly defined goals and objectives within the context of national development priorities and the latest international trends in education.
- 1.1.2 There is a **strategic plan** to ensure the implementation of the mission.
- 1.1.3 There are policy statements and action plans which are formulated to fulfill the stated vision and mission.
- 1.1.4 The leadership and management team has a mission statement for inclusive education.

### **1.2 Relevance to Eswatini**

- 1.2.1 The university addresses the needs of higher education in Eswatini.
- 1.2.2 It responds to both the social and economic needs of Eswatini and its people.
- 1.2.3 It does not merely **duplicate** other institutions, but finds a **niche** in Eswatini's higher education

### **1.3 Motivation**

- 1.3.1 There is evidence of the peoples and industry demand for the institution and its programs.

### **1.4 Services provided**

- 1.4.1 The institution has its major areas of excellence with which it is identified.
- 1.4.2 The types and levels of the programs are consistent with the institution's mission.
- 1.4.3 The institution makes provision for, and is actively involved in research, consultancy and extension services.

### **1.5 Accessibility**

- 1.5.1 The institution is accessible to all qualifying applicants irrespective of sex, race, colour, tribe, physical challenge or religion.
- 1.5.2 Any affirmative action policies are clearly stated and justified.

## STANDARD 2: FACULTIES

Each Faculty must be headed by a competent member and represented by adequate teaching faculty as per the norms of the university. The university and college shall maintain a minimum of 85% full-time teaching faculty members. Further, at least 80% of them have to be appointed prior to the commencement of the university.

- 2.1 The minimum number of faculties for a university and college is four (4)
- 2.2 The faculties should align to the relevant faculty relevant to the programme offering
- 2.3 A faculty recruitment plan outlining how the university will recruit faculty members

**SUPPORTING DOCUMENT:** Campus Master Plan

## STANDARD 3: GOVERNANCE PROCEDURES

This section tries to ensure that the University governance runs following the tried and tested conventional procedures with post holders focused on their clear roles and procedures. These roles and procedures are outlined in the appropriate ordinances and statutes.

- 3.1 The institution shall have clear organizational and administrative charts showing the interrelationships of the various organs and offices;
- 3.2 The institution shall have documented policies that include but not limited to human resources, policy, research policy, ICT policy, disability policy, gender mainstreaming policy, curriculum development policy, academic integrity policy and Internal Quality Assurance Policy
- 3.3 The institutions shall develop statutes, rules and regulations for the governance and management of the institution in line with Eswatini Higher Education Act. These shall include:
  - Student conduct and discipline;
  - Staff code of conduct;
  - Terms and Conditions of service of staff; and
  - Student handbook containing, inter alia, admission requirements and fees guideline.

Position	Expected Roles	Applicability of the institution
<b>Chancellor</b>	<ol style="list-style-type: none"><li>i. The head of the university</li><li>ii. Presides over ceremonies</li></ol>	All universities except Colleges
<b>Vice Chancellor/Rector</b>	<ol style="list-style-type: none"><li>i. Is the Chief Executive of the Institution</li><li>i. Is the academic, administrative and disciplinary head of the institution</li><li>ii. Is answerable to Council</li></ol>	All universities except Colleges

	iii. Is the Chairperson of Senate	
<b>Pro-vice chancellor/Principal</b>	<ul style="list-style-type: none"> <li>i. The duties of the PVC are delegated by the VC</li> <li>ii. The PVC is always answerable to the VC.</li> <li>iii. Provides leadership in issues of academic quality and quality assurance</li> </ul>	All universities and Colleges
<b>Registrar</b>	<ul style="list-style-type: none"> <li>ii. Is the academic and general administrator of the institution</li> <li>i. Is the official correspondent of the university</li> <li>ii. Reports to the VC (<b>UNIVERSITY</b>)</li> <li>iii. Reports to the Principal (<b>COLLEGE</b>)</li> </ul>	All universities and Colleges
<b>Bursar</b>	<ul style="list-style-type: none"> <li>i. Is the chief financial administrator</li> <li>ii. Authorizes expenditure in consultation with the VC</li> <li>iii. Is answerable to the VC (<b>UNIVERSITY</b>)</li> <li>iv. Is answerable to the Principal (<b>COLLEGE</b>)</li> </ul>	All universities and Colleges
<b>Librarian</b>	<ul style="list-style-type: none"> <li>v. Is the chief library manager and administrator</li> <li>vi. Reports to the VC (<b>UNIVERSITY</b>)</li> <li>vii. Reports to the Principal (<b>COLLEGE</b>)</li> </ul>	All universities and Colleges
<b>Faculty Dean (s)</b>	<ul style="list-style-type: none"> <li>viii. Is responsible for running the faculty</li> <li>ix. Is the Faculty Chief examiner</li> <li>x. Reports to the VC or his/her delegated representative (<b>UNIVERSITY</b>)</li> <li>xi. Reports to the VC or his/her delegated representative (<b>COLLEGE</b>)</li> </ul>	All universities and Colleges
<b>Director for Quality Assurance</b>	<ul style="list-style-type: none"> <li>i. Is the head of the Quality Assurance Unit with representatives from all faculties, the registry, the library and the Bursar's Department</li> <li>ii. Spearheads quality control and review processes.</li> <li>iii. Reports to Senate (<b>UNIVERSITY</b>)</li> <li>iv. Reports to the Principal (<b>COLLEGE</b>)</li> </ul>	All universities and Colleges
<b>Director of Research and</b>	<ul style="list-style-type: none"> <li>i. Leading strategic planning for the research centre to ensure that the centre's objectives are aligned with</li> </ul>	All universities and Colleges

<b>Community Engagement</b>	<p>the university's Strategic Plan objectives;</p> <p>ii. Overseeing the proper discharge of administrative duties of the research centre including supervising personnel, financial management, and operations;</p> <p>iii. Manages collaborative community engagement, volunteer, service-learning, and immersion experiences</p>	
<b>Dean of Students</b>	<p>iv. Is responsible for overseeing students' welfare including residence in or outside campus.</p> <p>v. Reports to the VC or his/her delegated representative <b>(UNIVERSITY)</b></p> <p>vi. Reports to the Principal or his/her delegated representative <b>(COLLEGE)</b></p>	All universities and Colleges
<b>Chairperson of Council</b>	<p>i. Chairs Council meetings and those of the Executive Committee and the Finance Committee.</p> <p>ii. Represents the university/college in appropriate fora.</p>	All universities and Colleges

### Key Committees and their Roles

<b>Committee</b>	<b>Expected Roles</b>
<b>Council</b>	<p>i) Is the chief authority of the university.</p> <p>ii) Has the responsibility to ratify the decisions made by Senate, the VC, and Council Committees.</p>
<b>Senate</b>	<p>i) Is the chief academic authority.</p> <p>ii) Senate decides on programs, student admissions, examinations, quality control and other academic issues of the university.</p> <p>iii) Senate decisions are ratified by council.</p>
<b>Academic Board/Committee</b>	<p>i) Processes applications for new programs for onward transmission to Senate.</p> <p>ii) Supervises the process of examinations.</p> <p>iii) Processes examination results.</p>
<b>Faculty Board</b>	<p>i) Administers the Faculty.</p> <p>ii) Processes appointments and promotions.</p> <p>iii) Supervises Faculty Board of examiners.</p>
<b>Department Board</b>	<p>i) Runs the Department.</p> <p>ii) Ratifies the decisions of the Dept. Board of Examiners.</p>

<b>Internal Quality Assurance Agency</b>	<ul style="list-style-type: none"> <li>i) Prescribes quality assurance measures and supervises their observance and implementation across the university.</li> <li>ii) Carries out regular quality audits and reviews.</li> <li>iii) Liaises with the external quality assurance agency.</li> <li>iv) Ensures adherence to the university calendar.</li> </ul>
<b>Student Disciplinary Committee</b>	Processes student Disciplinary cases and advises VC.
<b>Staff Disciplinary Committee</b>	Processes staff disciplinary cases and advises VC.

### 2.3 Research, Consultancy and Extension

<b>Research, Consultancy and extension</b>	<p>The institution should:</p> <ul style="list-style-type: none"> <li>i) have a Research Committee that promotes research consultancy and extension work.</li> <li>ii) Administer seed money for research and extension activities.</li> <li>iii) Promotes collaboration with national and international bodies on research.</li> <li>iv) Promotes and supervises consultancy work by faculty.</li> </ul>
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**SUPPORTING DOCUMENT:** Academic and Curricular Nomenclature

## STANDARD 4: PHYSICAL STRUCTURES

### 4.1 Land requirements

**A University/College shall have at least a 10-year Master Plan that outlines its physical, academic, financial and human development;**

- 4.1.1 A minimum total land requirement for the establishment of a new university shall be 10 acres.
- 4.1.2 The land must be contiguous and free of encumbrances
- 4.1.3 The land title must be in the name of the applicant, such as government, trust, society, or company
- 4.1.4 The land title must be clear, undisputed, and without encumbrance
- 4.1.5 The institution must undergo a physical inspection of its facilities and infrastructure
- 4.1.6 The land should be able to accommodate all the facilities namely the academic buildings, residential buildings for both staff and students, library, laboratories as per the courses offered, infirmary, dining hall with kitchen, canteen, recreational facilities that includes sports facilities, multi-purpose hall, auditorium and toilets for both staff and students

- 4.1.7 There needs to be adequate space for greenery around the campus with open space for students' movement.
- 4.1.8 All administrative buildings shall be located on the main campus and must be so situated as to be clearly visible from the road approach.
- 4.1.9 The minimum total area set aside for open space and car park shall not be less than two hectares which area shall not incorporate land set aside for sporting facilities.
- 4.1.10 A university shall have or shall have access to at least one standard athletics track enclosing a football pitch, at least one standard lawn tennis pitch, one standard volleyball pitch, one standard badminton or tennis pitch and one standard netball court.
- 4.1.11 For the purpose of paragraph 3.1.10, a university shall set aside at least five (5) hectares of land for outdoor sports for the first five hundred (500) students and at least two (2) hectares for every additional two hundred (200) students.
- 4.1.12 There must be adequate circulation in the campus that includes pathways, connecting roads, staircases and parking spaces for guests as well as students and faculty members.
- 4.1.13 Ownership of the land including registered documents such as lease agreements, title deeds
- 4.1.14 A campus master plan should be provided and should highlight;
  - (a) the location of the existing and proposed university building
  - (b) the layout of all roads and pathways serving all buildings, which shall be such that the health and safety of the occupants and occupants of the university are not endangered
  - (c) the layout of all waste and soil drain pipes, sewers, culverts, septic tanks, stormwater drains, and run-off catchment drains so laid that the health and safety of all occupants and users of the university are not endangered
  - (d) the location of all areas to be used by all other activities related to the university such as sports fields, university farms, forests, arboreta and sewage treatment;
  - (e) the layout of all telephone and electricity service lines shall be laid in a safe manner.

## **4.2 Structural Safety**

**A university shall use qualified and duly registered professionals in the construction of buildings/structures intended to accommodate university activities.**

- 4.2.1 Universities/colleges shall use registered professionals:
  - 4.2.1.1 Registered architect for purposes of architectural designs (AESAP);
  - 4.2.1.2 Registered engineers for structural designs and civil works; and
  - 4.2.1.3 Contractors to be registered with Construction Industry Council (CIC) and relevant professional bodies for the construction of all university buildings.
- 4.2.2 University building shall have the necessary approval from the relevant authority:
  - 4.2.2.1 All drawings in respect of the structural framework of steel buildings and related calculations shall be signed by the registered structural engineer responsible for their design;

4.2.2.2 All completed buildings shall be certified by the architect or structural engineer as having been constructed according to design and in compliance with the building code and other appropriate codes of practice;

### 4.3 Classrooms

*This section seeks to ensure that the students get a conducive classroom atmosphere for their learning. It also tries to ensure that physically challenged students are catered for in all facilities.*

**Requirements:**

- 4.3.1 Ensure that each classroom accommodates the number of students that:
  - i) Will have free movement and easy access to desks.
  - ii) Will sit comfortably with sufficient space between the desks.
  - iii) Will have easy vision of the lecturer and demonstration boards.
  - iv) Will be able to rush out quickly in the case of an emergency.
  - v) Will find enough chairs and desks.
- 4.3.2 Each classroom is well ventilated and equipped with power supply
- 4.3.3 Safety features such as fire hoses and extinguishers are available and accessible.
- 4.3.4 Teaching classrooms should be equipped with a teaching station which includes proper lecterns, podiums and tables
- 4.3.5 Where classrooms are congested, noise control measures are to be put in place.

**In establishing the adequacy of classrooms, the minimum floor area per student specified in Table below shall be provided.**

**Minimum Classroom Floor Area per student**

No of students metres	Space in square with Desk and chair	Space in Square with chairs only
0-29	1,9	1,9
30-39	1,9	1,4
40-59	1,7	1,3
60-99	1,7	1,2
100-149	1,7	1,0
150-299	1,5	0,9

- i) The university shall have enough classrooms for every course, provided that there shall be a minimum of two (2) classrooms to each three-year course of study.
- ii) Every room used as a classroom shall be of sound construction and shall be provided with windows the effective area of which shall not be less than 20% of the floor area of the room and 40% of the window area shall be accessible to the external air.
- iii) No room used as a classroom shall have a height of less than 2.60 metres from floor to ceiling, or where there is no ceiling to the wall plate.
- iv) Every room used a classroom shall be provided with adequate, well illuminated writing surface at each seat and a place to set books and papers.

#### 4.4 Office Space

A university must provide office space for both academic and non-academic staff. The following minimum floor areas are expected:

Category Code	Office space	Area	Type of office
A	Executive Management	20 - 30m <sup>2</sup>	Closed
B	Senior Management (Dean, Senior Directors)	15 - 20 m <sup>2</sup>	Closed
C	Management (e.g. Director, Professor, HOD)	12 - 15 m <sup>2</sup>	Closed
D	Middle Management (Lecturer, Senior Lecturer)	10 - 12 m <sup>2</sup>	Open/Closed
E	Personal Assistant	6 - 10 m <sup>2</sup>	Open
F	Junior lecturer, Post Doctoral Students	5 – 6 m <sup>2</sup>	Open

#### 4.5 Toilets

Ensure that:

- i) The classroom area has easy access to toilets for male and female students
- ii) Toilet facilities for male and female staff are also available within reasonable distance.
- iii) There is reliable water provision to ensure that there are no foul smells gushing from the toilets into the classrooms.
- iv) A student-to-toilet ratio of 1:25 for females and 1:30 for males is mandatory
- v) Physically challenged students are provided accessible toilets, ensuring features like wider stalls, grab bars, appropriate fixture heights and maneuvering space for mobility aid
- vi) In a university, the following well-lit and ventilated closets, urinals, wash hand basins and drinking water fountains shall be provided

**MANDATORY DOCUMENT:** Master Campus Plan

**SUPPORTING DOCUMENT:** Teaching Facilities Technical Guide

#### 4.6 Library

Ensure that the library:

- i) Has sufficient space and furniture to accommodate the maximum number of students likely to visit it at any one time relative to the university's present and planned enrollment.
- ii) Has sufficient texts and electronic search facilities to cover the needs of existing programs and numbers of staff and students.
- iii) Is well ventilated and have fire hoses and extinguishers.
- iv) Has capable staff who are able to assist the users and to review and reinforce the library resources.
- v) Is open for long periods and normally accessible to the students and lecturers.
- vi) Has a usable security system to ensure the safety of acquired resources.

#### 4.6.1 Digital library

The institution shall provide adequate library resources to support open, distance and e-learning. Additionally provide adequate and reliable Information and Communication Technology infrastructure to support easy access to e-resources. The following requirements shall apply;

- 4.6.1.1 There shall be enough e-learning resources materials such as text books, periodicals, Journals in the relevant subject area.
- 4.6.1.2 The institution shall provide facilities, equipment and communication links, sufficient in size, number, scope, accessibility to reach all users in order to attain the objectives of the open and distance learning programme/s.
- 4.6.1.3 The library services offered to the open and distance learning community shall be designed to ensure reliability and sustainability.
- 4.6.1.4 The internet speed must be adequate for the number of users.

**SUPPORTING DOCUMENT:** Online Programme Standards and Guidelines

#### 4.6.2 Library workspace

The main reader area shall be equal to 3% FTSE and each reader station shall not be less than 1.90m<sup>2</sup>

- 4.6.2.1 Each stake area shall be at least 10.75 m<sup>2</sup> in extent per 1,000 volume;
- 4.6.2.2 The periodical and reference section shall be 10.75 m<sup>2</sup> in extent per 1,000 volumes;
- 4.6.2.3 The minimum collection for a university library shall be 30 volumes per full-time student for the first 5,000 students. For every full-time student above 5,000; 20 volumes per student for the first 10,000 students.
- 4.6.2.4 The library staff and services area shall constitute between 18% and 25% of the combined stack and reader floor area;
- 4.6.2.5 From a functional point of view, the minimum ceiling heights of various user space in the library shall conform to the specifications contained in the following
- 4.6.2.6 The library shall have adequate natural lighting and ventilation and in particular, the library shall be provided with window, the effective areas of which shall not be less than 20% of the floor area of the room and 75% of the window area shall be openable to the external air.

#### Minimum ceiling heights

Functional Areas	Minimum heights in metres
Reading areas under 10m <sup>2</sup> total floor area .....	2.3
Reading areas over 10m <sup>2</sup> total floor area ....	2.9
Stake areas over 10m <sup>2</sup> total floor area .....	2.3

#### 4.6.3 Library Office Space

The following requirements shall apply for office space.

3.4.3.1 Academic Staff: 13 sqm per person

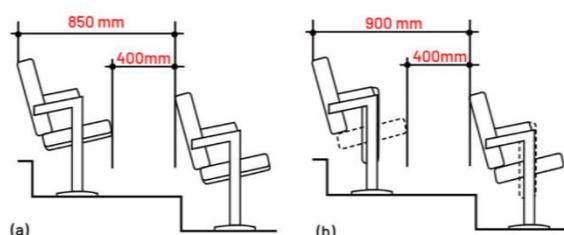
4.7.3.2 Non-Academic Staff: 7 sqm per person

#### 4.7 Auditorium

4.7.1 The assembly hall or auditorium shall provide adequate seating capacity for 50% of the total student population enrolled, provided that the assignable space per seat shall conform to the specifications contained in the following.

#### Minimum space per seat in auditorium, lecture theatre and assembly hall.

No of seats (sqm)	Assignable space per seat in square metre
60 - 100	0.9
100 - 150	0.8
150 - 300	0.7
300+	0.6



A. Row - to - row dimension and clearway with fixed seating  
B. Row - to - row dimension and clearway with tipped - up seating

#### 4.8 TEACHING, LABORATORIES, HOSPITALS, WORKSHOPS AND STUDIOS

An institution conducting courses requiring the use of laboratories as part of instructional facilities shall, in addition to providing classrooms and lecture theatres provide adequate laboratory facilities. In assessing the adequacy of laboratory facilities the following shall be taken into:

4.8.1 The provision of adequate laboratory facilities in class proximity to classroom or teaching facilities;

4.8.2 The provision of room for instructional workstations and each workstation per student conforming, where possible to the specifications contained in the following table

Laboratory assignable space per FTSE	
Laboratory Specialty	Assignable space per FTSE in square metre
Agriculture Science Laboratory .....	2.80 - 3.70
Building Science Laboratory .....	3.70 - 4.60
Biological Health & Veterinary Science Laboratory .....	2.70 - 4.60
Business Management Laboratory .....	1.90 - 2.80

Communication Laboratory .....	2.40 - 3.70
Education Laboratory .....	2.40 - 4.60
Engineering Laboratory (excluding mechanical).....	3.70 - 6.50
Engineering Laboratory (mechanical) .....	6.50 – 9.30
Fine Arts, Architecture and Design Studio .....	2.80 – 4.60
Home economics Laboratory .....	2.80 – 4.60

- 4.8.3 The provision of storage, and preparatory rooms and laboratory office;
- 4.8.4 Proper location in relation to other facilities such that the laboratory is easily accessible.

#### **4.9 Provisions for Fine Arts Laboratory**

An institution offering Fine Art shall have a studio for drawing from life, general drawing, basic design painting, ceramic and film room; and it shall also have graphic photography print marketing studio, life painting composition still life studios; textile design and weaving, and sculpture studio and the university shall also have –

- a) A ceramic glazing and testing laboratory, glass design and technology, silver smiting and jewellery and musicology laboratory;
- b) Workshop space for modeling casting and woodcarving;
- c) Space for sculpture, garden outdoor wood burning kilns and such other facilities as may be specified by the communication; studio space and drafting room with adequate lighting;
- d) Studio space and drafting room with adequate lighting;
- e) Photogrammetric laboratory;
- f) Remote sensing laboratory;
- g) Computing laboratory;
- h) Hydrographic laboratory workshop;
- i) Cartographic workshop;
- j) Photographic laboratory or workshop

#### **4.10 Medical Programmes Offering**

- 4.10.1 A university offering medical courses shall have the necessary basic pre-clinical sciences together with the laboratory requirements specified by the regulator (EMDC)
- 4.10.2 The university shall have secure access to a teaching hospital easily accessible to students and equipped with the usual outpatient and inpatient facilities covering all specialization in medicine, surgery, obstetrics and gynaecology, paediatrics, community health, as well as support facilities such as X-ray, radiotherapy, anaesthetics and pathology, accessible to medical students:
- 4.10.3 Provided that where the hospital is not the property of the relevant university, adequate legal and administration arrangements shall be made in respect of such access.
- 4.10.4 The hospital shall have the necessary resources (human, physical, technical and financial) to meet professional and academic requirements
- 4.10.5 The design of the teaching hospital shall conform to the requirements of the Ministry of Health in providing relevant health services; and in addition, the hospital buildings shall conform to the requirements for buildings set by the Construction Industry Council (CIC).

## STANDARD 5: STAFFING

### 5.1. Minimum Academic Qualifications of Personnel

POST	BENCHMARKS/STANDARDS (Ensure that:)
<b>Chancellor/Head</b>	<ul style="list-style-type: none"> <li>• Is a person of high reputation, preferably with at least a 1<sup>st</sup> degree.</li> <li>• Is able to preside at academic and other ceremonies.</li> </ul>
<b>Vice Chancellor/Rector/</b>	<ul style="list-style-type: none"> <li>• Is able to give leadership on all the academic affairs of the University while being a respectable academic himself/herself.</li> <li>• Normally a PhD and a Professorship is preferred for this post.</li> <li>• Has proven experience in academic leadership and administration. Is the</li> <li>• CEO of the institution</li> </ul>
<b>Pro-Vice Chancellor/Vice Principal</b>	Is a reputable scholar with a doctorate and university administration experience.
<b>Registrar</b>	Has a Masters degree (with Admin/Education) and university administration experience.
<b>Bursar</b>	<ul style="list-style-type: none"> <li>• Has at least a 1<sup>st</sup> degree with Financial qualifications.</li> <li>• Academic financial administration and conversance with university expectations and procedures is also required.</li> </ul>
<b>Librarian</b>	<ul style="list-style-type: none"> <li>• Has at least a 1<sup>st</sup> degree plus Librarianship qualifications.</li> <li>• Experience in University Library management is also required.</li> </ul>
<b>Lecturer</b>	<ul style="list-style-type: none"> <li>• Has at least a Masters degree in relevant area taught.</li> <li>• Three years teaching experience at university level and satisfactory</li> <li>• performance will be required before tenure can be granted.</li> </ul>
<b>Teaching Assistants</b>	<ul style="list-style-type: none"> <li>• An Honours degree in the area taught will be expected.</li> <li>• Teaching assistants always work under the direct supervision of qualified</li> <li>• lecturers.</li> </ul>
<b>Director of Research &amp; Community Development</b>	<ul style="list-style-type: none"> <li>• Chairing the Departmental Research Committee</li> <li>• Leading and planning community engagement strategies.</li> </ul>

<b>Dean of students</b>	Has at least a 1 <sup>st</sup> degree (Humanities) and university experience.
<b>Other posts</b>	
<b>Chairperson of Council</b>	<ul style="list-style-type: none"> <li>• Has experience in institutional/corporate administration and University procedures.</li> <li>• Has at least a University Degree himself/herself.</li> </ul>
<b>Faculty Dean</b>	<ul style="list-style-type: none"> <li>• Is an experienced academic with at least a Masters degree in an area relevant to the Faculty.</li> <li>• Has an academic rank of at least Senior Lecturer or above.</li> </ul>
<b>Head/Chairperson of Department</b>	<ul style="list-style-type: none"> <li>• Is an experienced and tenured lecturer with a Masters degree in an area relevant to the department.</li> <li>• Where there is a competent senior lecturer, he/she is preferred ahead of a lecturer.</li> </ul>

5.2 The head of the proposed university/college shall be approved by ESHEC in accordance with set national standards

## **STANDARD 6: ACADEMIC STAFF PROMOTION**

6.1 The institution should have clearly documented procedures and criteria for the promotion or appointment of academic staff to the following categories:

- i) Lecturer
- ii) Senior Lecturer
- iii) Associate Professor
- iv) Full Professor

6.2 The requirement for the promotion to a higher scale is based on the flexible and holistic assessment in-line with the University's vision and mission

Normally, aspects such as:

- Research and Publication
- Teaching and Supervision
- Leadership
- Professional practice and services are considered for purposes of staff grading.

6.3 In setting up these requirements it will be useful (but not mandatory) for the university to ensure that its promotion grades will be recognized by other universities. (Staff promotion guidelines - to be developed)

## STANDARD 7: STUDENT ADMISSION

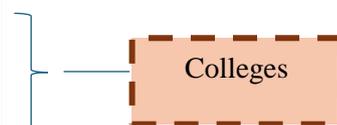
In order to standardize the quality of degrees offered, it is important that the universities admit students of comparable quality for each degree. This will enable each university to pitch its degrees to the required depth and breadth levels. Ensure that, where bridging courses are given, the product compares fairly with the direct entry candidates. It will also be easy to defend the degree in cases where it is queried.

### 7.1 Minimum Admission Qualifications for Normal Entry to Programs

While there will be some variations depending on the university or programme, the normal minimum entry qualifications are suggested below. It is important to stick to the university's criteria laid down in the Regulations.

- ***Any affirmative action should be clearly justified.***

Degree Level	Minimum qualifications
Undergraduate degree	- 2 points in 2 relevant 'A' level subjects and - 5 'O' level passes including English Language - Or passed a pre-university course.
Honours Degree	4 points in 2 relevant 'A' level subjects 5 'O' Level passes including English Language
Postgraduate Diploma	Acceptable 1 <sup>st</sup> degree
Masters	Honours degree (2.2) or general degree (2.1)
M Phil.	Honours (2.1) or General (2.1) with 2 years experience.
Doctorate	M. Phil or Masters (Merit) or Pass at Masters with 2 years experience.



#### SUPPORTING DOCUMENTS:

Policy and Guidelines on Credit Accumulation and Transfer (CAT)  
Eswatini Qualifications Framework (ESQF)

### 7.2 Mature Entry Requirements

Applicants may be considered for mature entry without meeting the stated minimum qualifications on the grounds of age, relevant experience or prior learning. They will however, need to meet the stated criteria below or any other that the university will have prescribed.

### Minimum Requirements for Mature Entry

Degree Level	Minimum qualifications	Remarks
<b>Undergraduate</b>	i) 5 relevant 'O' levels including English (plus Maths for Sciences). ii) 4 years relevant experience.	Age 22+
<b>Honours</b>	i) 5 relevant 'O' levels including English (plus Maths for Sciences). ii) 4 years relevant experience.	"
<b>Postgrad. Diploma</b>	i) Acceptable undergraduate Diploma. ii) 5 years relevant experience.	"
<b>Masters</b>	i) A good relevant postgraduate Diploma ii) 5 years relevant experience.	"
<b>M Phil.</b>	i) A good relevant postgraduate Diploma. ii) 5 years relevant experience.	"
<b>Doctorate</b>	i) A low- grade pass at Masters ii) 4 years relevant experience	"

### 7.3 Special Entry

Applicants may be admitted through Special entry on the grounds of relevant equivalent qualifications obtained from other institutions subject to Senate approval. They may also be credited in certain courses/modules on the same grounds. The criteria stated below will apply to special entry at all degree levels.

### Special Entry Requirements

Requirements	Remarks
i) Equivalent parts of the same program earned from other institutions or previous unfinished attempts or ii) Passes in courses equivalent to those required for admission.	Subject to Senate approval

### 7.4 Bridging Programs Minimum Requirements

Students who have failed to score the required minimum points for entry into a degree program or have some deficiencies in their qualification credentials may be recruited into bridging (pre-university) programs to upgrade their entry qualifications and potential to cope with the degree. The bridging program will be run and examined by the faculty that they wish to join.

- i) Aggregate of 2 'A' level points in relevant subjects.
- ii) Diploma qualifications related to the intended degree.
- iii) 5 'O' Level credits including English Language (and Mathematics in certain subjects)

### 7.5 Qualifications Equivalents

The qualifications below may be considered as equivalent to each other. This provision is meant to cater for those students who do not come through the normal route.

## Equivalent Qualifications

Level	Equivalents
O Level	O Level passes as required in the country where they are obtained.
A Level	Acceptable undergraduate Diploma.
First Degree	Acceptable postgraduate Diploma
M Phil.	Masters degree
Masters Degree	M.Phil.

*(Detailed subject equivalents should be given in the handbooks)*

## STANDARD 8: STUDENT REGISTRATION

During registration, the university should capture and file all the necessary information about a student. The Bursar's Department should also capture all the required settled and outstanding payments of the student. The student should also be given proof of registration.

### 8.1 Maximum numbers of students

*It is important to have some guidelines on the maximum numbers of students that should constitute a class in various programs. This helps to determine the amount of equipment and the number of lecturers that are expected to be responsible for the group. This will also facilitate the distribution of marking, tutorial and supervision loads where students are grouped for lectures/mass lectures.*

### 8.2 Lecturer/ Student Ratio

*This requirement is meant to ensure that although the students may be combined in large groups in a big room/hall for most of their lectures, they will still be broken down into small groups for tutorial and individual tuition purposes. The number of lecturers should also be enough to carry manageable marking loads. Each lecturer should also have a manageable group whose progress he/she monitors.*

### Lecturer to Student Ratios

Degree	Undergrad	Honours	Postgrad	HEI Remarks
Arts/humanities	1/20	1/20	1/10	
Commercials	1/20	1/20	1/10	
Sciences	1/15	1/15	1/10	
Practical Subjects (e.g. Medicine, surveying)	1/10	1/10	1/10	

## STANDARD 9: SPECIAL FACILITIES (Information Technology)

### 9.1 Computers

This section seeks to ensure that students have access to computers and the Internet. The ratios indicated are the ideal that the university should aim to attain. These computers should be located at various points on the campus(es) of the university or even outside.

#### Computer to Student Ratio

Degree	Undergrad	Honours	Postgrad
Arts/humanities	1/1	1/1	1/1
Commercials	1/1	1/1	1/1
Sciences	1/1	1/1	1/1
Applied Sciences	1/1	1/1	1/1

### 9.2 Internet Access

Category	Access
Staff	1:1 (ideal is 1:1)
Undergraduate Students	1/1
Postgraduate	1/1

### 9.3 Specialist Equipment

There are courses that require specialist rooms and equipment. Ensure that these are in place before such programs are started. They should be in enough numbers to sufficiently cater for the needs of the students and staff that will use them.

#### Ensure that:

- 9.3.1 Teaching equipment is modern and adequate to cater for the needs of the lecturers.
- 9.3.2 Workshops and laboratories are adequate to accommodate the classes that use them without the need to organize sessions at odd hours.
- 9.3.3 Specialist equipment in laboratories and workshops is **modern** and **relevant** to what obtains in the world of work.
- 9.3.4 Workshops and laboratories are equipped with fire hoses, fire extinguishers and alternative exits for emergencies.

## STANDARD 10: DURATION AND WEIGHTINGS OF PROGRAMS

### 10.1 Minimum Program Durations

10.1.1 The programmes should align with the Eswatini Qualifications Framework (ESQF)

Program	Semesters Full time (per year)	Semesters Part time (per year)	Credits
Undergraduate Diploma	2	4	240
General Degree	6	8	360
Honours Degree	8	12	120
Postgrad Diploma	2	4	(360 +120) 480
Masters	3	4	180
M.Phil.	2	3	180
PhD	6	8	360

**SUPPORTING DOCUMENT:** Eswatini Qualifications Framework (ESFQ)

### 10.2 Module/Course Weighting

It is useful to prescribe some relationship between the number of credits that a module/course contributes to a program and the minimum hours within which it will be taught as well as the minimum number of hours within which it may be examined in an ordinary written examination. Those courses that are examined in other ways are not included in these requirements.

#### Module Credits, Contact Hours and Examination Duration

Module Credit Weighting	Contact hours	Duration of Examination (hours)
1	10	1
2	20	2
3	30	3
4	40	3

## STANDARD 11: STUDENT ASSESSMENT

Student assessment criteria are specific standards or guidelines that outline what is expected of a student in a particular assessment task, including factors like content accuracy, organization, clarity of communication, critical thinking, application of knowledge, and demonstration of relevant skills, all directly tied to the learning outcomes of the course, ensuring students understand what is being evaluated and how to achieve success.

### 11.1 Degree Classifications

*Degree classifications on the transcript give the reader or prospective employer an idea of how the candidate performed in the degree. It is important that there is*

*uniformity in these symbols so that they indicate the same levels of performance for every university.*

### 11.1.1 Course and Degree Classifications

Where the conventional grading system is used, the classification below is recommended. However, some institutions will prefer to use the Grade-Point Average (GPA). This is equally accepted.

Mark (%)	Grading	Grade Description
75	1	First Class
65-74	2.1	Upper second Class
60-64	2.2	Lower Second Class
50-59	3	Pass / Third Class
40-49	Fail	Supplementable fail
39 and below	Fail	Fail

### GRADES AND GRADE POINTS EQUIVALENTS

Quality of performance	Achievement	Grade	Grade-Point Equivalent
Excellent	Exceptional achievement	A	4.00
		A-	3.67
		B+	3.33
Good	Extensive achievement	B	3.00
		B-	2.67
		C+	2.33
Satisfactory	Acceptable achievement	C	2.00
Poor	Minimal achievement (The student may be seriously handicapped if he/she enrolls in a more advanced course for which this course was a prerequisite. The course may be repeated.)	D	1.00
Failure	Inadequate achievement. (Credit is not earned. The course may be repeated.)	F	0.00
	Academic dishonesty (Credit is not earned. The course may be repeated. )	XF	0.00

### 11.2 Examination Procedures

Examinations are an important part of university teaching and learning. It is important that the correct procedures are followed in processing and administering examinations as the credibility of the university depends on how it examines its students.

## Examination Procedures

Aspect	Responsible Officer (s)	Remarks
Who sets Exam?	Subject Lecturer	T/As must consult responsible lecturer
Moderation	All members of the subject unit External examiner	Must be experts in the subject
Invigilation	Registrar and Deans organize	
Marking	Subject Lecturer	
Moderation	2 members of the subject unit	Dept. to supervise
Confidentiality Checks	Use of question banks. Subject specialist to select questions.	Dept. Head to keep custody of question bank.
Processing of Marks	Subject unit, then Department, then Faculty.	Senate finally approves.
Ratification	Academic Committee	Recommends to Senate
Publication of results	Senate	Recommends to Council

**SUPPORTING DOCUMENT: Academic and Curricular Nomenclature**

## STANDARD 12: STUDENT WELFARE

The university should provide for the full life of the student in and outside the classroom because, for many, this is an **important part** of their growing up.

### 12.1 Student Residences

Student residence infrastructure requirements typically include: individual living spaces with basic amenities like beds, desks, and storage, shared common areas for socializing like lounges and kitchens, adequate bathroom facilities, laundry services, secure access, reliable internet connectivity, outdoor spaces (with seating benches), and potentially study areas, all designed to promote student well-being and foster a sense of community while considering safety and accessibility concern.

#### Ensure that:

12.1.1 The numbers of students accommodated should not exceed the carrying capacity of the halls of residence.

12.1.2 The halls of residence should be well ventilated and spaced.

12.1.3 Where there are cubicles, **a maximum of four (4) students per cubicle** should be observed. The total floor area of the room shall not be less than following per student:

- (i) Single rooms should be no smaller than 9m<sup>2</sup>, and double rooms should be no smaller than 14m<sup>2</sup>.

12.1.4 Every living room in the hall shall be located so as to get maximum benefit of outside light and air.

12.1.5 Rooms should be furnished and fitted as per the specifications detailed in the Minimum Standards for Student Accommodation

12.1.6 Dormitory/hall type residence buildings should not exceed the following ablution facilities ratios:

For every group of four (4) students residents, there should be one wash basin available for their use

- Wash basins – 1 per 4 student residents
- Shower cubicles – 1 per 7 student residents
- Lavatories – 1 per 5 student residents.
- Shower and lavatory cubicles shall be designed in such a way that individual privacy is provided (i.e., **no communal showers or toilets**).

The following minimum social spaces should be provided:

- Large common/meeting room – 1m<sup>2</sup> per student resident.
- Smaller TV/meeting room – 0.5m<sup>2</sup> per student resident.

12.1.7 Cooking inside student rooms shall not be permitted. Suitable food storage, preparation and kitchen space shall be provided, which shall be equipped in the following ratios which may not be exceeded:

- Stove – 1 per 6 student residents.
- Cold storage – 0.75m<sup>3</sup> lockable storage space per student.
- Sink – 1 per 15 student residents.
- Lockable cupboards – 1 per student resident.
- Microwave oven – 1 per 15 student residents.
- Countertop space – sufficient for 15 students' simultaneous usage.

12.1.8 Sufficient doorways shall be provided in every student hall to ensure rapid exit in case of fire or other emergencies.

12.1.9 The furnishing should be good enough to facilitate reading, relaxing and sleeping.

12.1.10 There should be some privacy and noise control. Adequate and accessible ablution facilities are required.

12.1.11 Recreation facilities such as common rooms with radio and TV, as well as indoor games are necessary.

12.1.12 The outside area should be clean with lawns and flowers.

12.1.13 There should be adequate clinic facilities with qualified staff.

12.1.14 Public telephone facilities should be available

12.1.15 Enough security is required to protect the students and their property

12.1.16 Adequate facilities for cleaning utensils, lavatories, bathrooms and changing rooms for kitchen staff

#### **SUPPORTING DOCUMENT: Minimum Standards for student accommodation**

### **12.2 Catering Services**

A university shall provide adequate, well lighted and ventilated accommodation for cooking, serving and meals. These include areas for:

12.2.1 Food preparation of not less than 0.50 m<sup>2</sup> per student.

12.2.2 Dish washing and serving areas, of not less than 0.50 square metres per students;

12.2.3 Kitchen storage of not less than 0.50 square metres per student;

12.2.4 Kitchen staff and services area of not less than 0.50 square metres per student

12.2.5 A dining hall of not less than 1,25 square metres of floor area per student;

### **12.3 Provisions for Non-resident Students**

Although non-resident students will live outside campus, the university still takes interest in their welfare. Measures should be taken to make it easy for them to pursue their studies with minimal hardships.

#### **Ensure that:**

- 12.3.1 There is a director for non-resident students.
- 12.3.2 The dean of student affairs assists the students in securing accommodation outside campus.
- 12.3.3 There are hygienic commercial food outlets adequate to cater for the number of students on campus.
- 12.3.4 A good transport network is organized to facilitate student movement.
- 12.3.5 Student accounts are to be facilitated with local commercial banks.

### **12.4 Facilities for students with disabilities**

The university should normally have a department that looks after the welfare of **students with disabilities**

#### **Ensure that:**

- 12.4.1 Such a department exists
- 12.4.2 The department is included in the academic and financial policies of the institution
- 12.4.3 It is staffed with appropriate specialists
- 12.4.4 It facilitates the integration of **students with disabilities** into the main academic stream

### **12.5 Sporting Facilities**

The university should provide sports grounds, equipment and technical know-how for a variety of sporting disciplines as most students will be at the prime time of their physical activity. Sports also help to bring a community spirit in the institution. They are also a safe way of breaking away from books.

#### **Ensure that:**

- 12.5.1 There is a good number and variety of sports fields to cater for the student population.
- 12.5.2 Equipment is sufficient in quantity and in good working order.
- 12.5.3 Trained coaches are made available even on a part time basis to supplement full-time physical education staff.
- 12.5.4 The university avails transport for trips outside the university

## **STANDARD 13: FINANCIAL VIABILITY AND SUSTAINABILITY**

The financial resources of the institution should be sufficient to enable it to make due provision for its continued maintenance and efficient working

- 13.1 The Institution shall furnish a projected report and other relevant information to enable the Council to judge the financial sustainability and soundness of the Institution. These documents (not limited) are:
  - Annual Budget
  - Statement of financial position
  - Financial performance and cash flow projected reports
- 13.2 The institution shall ensure that its accounting systems are in line with accepted accounting standards.
- 13.3 The institution shall prepare a five (5) year cash flow forecast
- 13.4 There shall be a clear policy on cash and risk management.
- 13.5 There shall be a financial manual to guide the financial operation of the institution.

### **Supporting Documents**

- Policy and Guidelines on Credit Accumulation and Transfer (CAT)
- Academic and Curricular Nomenclature
- Minimum Standards for student accommodation
- Teaching Facilities Technical Guide
- Eswatini Qualifications Framework
- Draft Online Programme Standards and Guidelines