

ANNUAL REPORT 2014 - 2015





"Ensuring Quality in Higher Education"

Mukuba Pension House Dedan Kimathi Road P.O. Box 50795 Ridgeway Lusaka, Zambia

(+260) 211 227 084 / (+260) 950 470 444

info@hea.org.zm / www.hea.org.zm

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Edited, Compiled and Copyedited by Birbal Boniface Musoba Corporate Communications Officer birbal.musoba@hea.org.zm

Layout and design by Birbal Boniface Musoba Dominic N. Chikopa

dnchikopa@gmail.com Printing by

Associated Printers

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THE HIGHER EDUCATION AUTHORITY'S VISION To be an efficient and effective higher education regulatory agency which will bring forth a quality higher education system which is well coordinated, accessible, equitable, responsive and relevant."



ANNUAL REPORT FOR 2014 - 2015

Compiled in terms of the First Schedule, Part II, Section 10 of the Higher Education Act, No. 4 of 2013 of the

HIGHER EDUCATION AUTHORITY

Incorporated in terms of the Higher Education Act, No. 4 of 2013

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REPORT OF THE CHAIRPERSON OF THE BOARD FOR 2014 AND 2015

This is the First Annual Report of the Higher Education Authority (HEA), whose Board was inaugurated on 22nd October, 2014. This report covers activities from October 2014 to December 2015, while the financial statements cover the period April 2014 to December 2015.

During this period, the work of HEA was mainly to begin operationalising the provisions of the Higher Education Act No. 4 of 2013. Thus, HEA developed regulations for registration of private Higher Education Institutions (HEIs) and accreditation of Learning Programmes in both public and private HEIs.

This report, therefore, is a summary of our achievements measured against the objectives set out in 2014-2015.

Dr. Silane Kalenga Mwenechanya Board of the Authority Chairperson Higher Education Authority

EAR IN REVIEW: 2014-15

The Higher Education Authority (HEA) is a new institution that is mandated to ensure quality in the delivery of Learning Programmes in Higher Education Institutions (HEIs). Being a new phenomenon in the higher education sector, the execution of this mandate requires a lot of stakeholder sensitisation on the importance of abiding by the requirements stipulated by the Higher Education Act No. 4 of 2013.

However, the Authority faces hurdles in sensitising the public about its existence and, as such, it needs to enhance the ways through which it reaches the public through such means as the website, and regular notices in the daily newspapers on registered HEIs and accredited Learning Programmes. Further, participation in national shows is another way of showcasing to the public the Authority's functions.

However, all these require resources to execute, which are not adequate at the moment.

As with any new institution, especially a statutory one, the ambitions do not always match the financial resources at its disposal. Therefore, a lot of issues that require funding will not always be actualised on time such as recruitment of staff and implementation of planned activities. Consequently, during the period under review, the Authority did not manage to recruit key staff. The major challenges in the year ahead include:

- 1. The finalisation of the approval of a Statutory Instrument to provide legal provisions for registration of HEIs and accreditation of their Learning Programmes
- 2. The recruitment of key staff to manage the affairs of the Authority

Some of the key activities to be undertaken in the following year include:

- 1. Commencement of registration of HEIs
- 2. Commencement of accreditation of Learning Programmes
- 3. Development of policies for the governance of the Authority



I wish to pay tribute to all the members of the Board for serving this new, and very important institution, well during the period under review. I would like to also extend thanks to the members of all Committees and their Chairpersons for operationalising the activities of the Authority.

Further, I would like to thank the Ministry of Education, Science Vocational Training and Early Education then, and later in 2015, the Ministry of Higher Education (MoHE), for the staff and material support that were provided during this period. I express not only my thanks and appreciation, but also the collective thanks of the Higher Education Authority.

Dr. Silane Kalenga Mwenechanya Board of the Authority Chairperson Higher Education Authority SECTION 1: SUMMARY OF HEA'S ACHIEVEMENTS



The core function of HEA is to ensure good quality in the delivery of Learning Programmes to learners. In ensuring this, HEA guarantees that an HEI meets minimum standards in terms of facilities for good learning environment, as well as, learning programmes that meet minimum standards and are relevant to the developmental goals of the nation.

During this review period, HEA started the implementation of the provisions of the Act. In doing so, regulations for registration of HEIs and accreditation of Learning Programmes were developed. Various activities, such as sensitisation of stakeholders also took place during the review period.



The following table summarises the achievements of 2014-2015.

Item	Objective	Comments
1	Commencement Order of the Higher Education Act No. 4 of 2013 issued through Statutory Instrument No. 72 of 2013 on 9 th August, 2013.	The Minister of Education, Science, Vocational Training and Early Education, Dr. John T. Phiri, signed the Statutory Instrument on 7 th August, 2013.
2	Inauguration of the Board took place on Wednesday, 22 nd October, 2014.	The Minister inaugurated HEA's Board of the Authority.
3	The guidelines for use in the application for registration of HEIs and accreditation of Learning Programmes were approved by the Board on 12 th May, 2015, after consultations with relevant stakeholders.	 Guidelines were uploaded to the HEA website, www.hea.org.zm, under following names: (a) Application for registration as a private HEIs (b) Application for accreditation/renewal of accreditation of higher education Learning Programmes
4	A draft Statutory Instrument to effect the guidelines for registration of private HEIs and accreditation of Learning Programmes was approved by the Board of the Authority on 12 th May, 2015.	During period under review, the Statutory Instrument had not yet been finalised by the Ministry of Justice and signed by the Minister for gazetting.
5	The Board of the Authority established three (3) Committees of the Board, namely, Finance and Administration, Registration and Accreditation, and Quality Assurance.	Members were appointed and relevant stake- holders represented on the Committees.

OBJECTIVE 1: ENSURE SMOOTH OPERATIONS OF HEA

Under this objective the following targets were set for the period under review:

- 1. General administrative services provided by December 2015
- 2. Office equipment procured
- 3. Two (2) motor vehicles procured by December 2015
- 4. HEA 2016 Work Plan and Budget prepared by December 2015
- 5. Staff recruited
- 6. Study tours undertaken
- 7. Stakeholder consultative forum held
- 8. Board Meetings held

Achievements

The Board of the Authority was inaugurated on 22nd October, 2014, by then Minister of Education, Science, Vocational Training and Early Education, Dr. John T. Phiri. This was the beginning of setting into motion the governance of the institution. Through the Commencement Order of the Higher Education Act No. 4 of 2013, which was issued on 9th August, 2013. The Commencement Order was issued through Statutory Instrument No. 72 of 2013. The Board of the Authority was, therefore, appointed a year after the Commencement Order of the Act.

During the period under review, the Board and its Committees met as scheduled and gave priority to ensuring that the instruments for the operationalisation of HEA were developed to assist in the operationalisation of the provisions of the Higher Education Act.

Thus, the guidelines developed for registration of HEIs and the accreditation of Learning Programmes showed that HEA was poised to commence the implementation of its mandate, that of ensuring quality in HEIs.

The Board of the Authority operated with an interim staff attached to HEA by the then Ministry of Education, Science, Vocational Training and Early Education.

The majority of materials planned for procurement during the period under review did not take place due to inadequate budgetary provisions. Staff recruitment did not take place either. The work plan and budget for 2016 were prepared before the end of 2015.

Seminar on Quality Assurance in South Africa

The South African Qualifications Authority (SAQA) held a seminar on the theme "Building Trust: Promoting Genuine Qualifications in Africa through effective verification" at University of Pretoria in Pretoria, South Africa, from 24th to 25th November, 2014. Participants from Zambia included the following:

- 1. Dr. Silane K. Mwenechanya Chairperson, HEA Board of the Authority;
- 2. Ms. Claire K. Limbwambwa Vice Chairperson, HEA Board of the Authority;
- 3. Ms. Namucana C. Musiwa Board Chairperson, Zambia Qualifications Authority Board (ZAQA);
- 4. Dr. Charles M. Namafe Vice Chairperson, ZAQA;
- 5. Dr. Patrick K. Nkanza Member, HEA and ZAQA Boards;
- 6. Mr. Emmanuel K. Lutelo Interim Secretary, HEA Board of the Authority; and,
- 7. Mrs. Loveness Malupande Interim Secretary, ZAQA Board.

The main objective of the seminar was to bring together key stakeholders from countries on the African continent and set up a network for the verification of qualifications, so that fraudulent practices can be countered through formal trust relationships combined with quick, innovative (digital), affordable and effective processes.

Tour of Higher Education Institutions in Mauritius

The Interim Chief Executive Officer participated in a tour by the Parliamentary Committee on Education, Science and Technology that visited HEIs in Mauritius from 4th to 14th April, 2015. Other members in the delegation were eight (8) Members of Parliament.

The objectives of the tour were as follows:

- 1. Learn from the Government of Mauritius, through the Ministry or Agency responsible for higher education, what measures were in place to ensure that high quality education was delivered in institutions of higher learning;
- 2. Learn what hindrances and / or challenges the Government of Mauritius had encountered in the delivery of quality education in institutions of higher learning;
- 3. Be informed on how the challenges identified in (ii) above, had been addressed; and,
- 4. Benchmark best practices in assuring quality in the delivery of education in HEIs for the benefit of the Zambian education system.

The delegation visited the following institutions:

- 1. Mauritius Research Council
- 2. Ministry of Education and Human Resources, Tertiary Education and Scientific Research;
- 3. Mauritian Qualification Authority (MQA);
- 4. Rajiv Gandhi Science Centre;
- 5. The National Assembly;
- 6. The Tertiary Education Commission;
- 7. Open University of Mauritius;
- 8. University of Mauritius;
- 9. The Center for Biomedical and Biomaterials Research;
- 10. Hotel School of Mauritius;
- 11. Charles Telfair;
- 12. Vatel Institute; and,
- 13. Mauritius Institute of Education.

Amongst lessons learnt were the following:

- 1. Commercial banks offered loans, that were guaranteed by the Government, to students studying in HEIs. However, it was learnt that it was not easy to recover the money from the students after they completed their studies.
- 2. The training levy paid by companies was refunded to the companies after they paid for training for their staff, hence, encouraging the private sector to train their staff.
- 3. The dual role of MQA, that of managing the qualification framework and regulating, coordinating and quality assuring Technical and Vocational Education and Training (TVET), created conflicts because of its role as a regulator, MQA was not supposed to be an implementer as well.
- 4. Provisional accreditation was given to institutions for a period of one year to allow them put in place the requirements before they were finally given full accreditation.

OBJECTIVE 2:

TO ENSURE EFFECTIVE COMMUNICATION WITH STAKEHOLDERS

- 1. Communication Strategy developed.
- 2. Effective communication and linkages established:
 - a. To develop a website, and manage and train 2 officers to maintain it;
 - b. To produce adverts, documentaries and awareness programmes; and,
 - c. To produce souvenirs, brochures and billboards.

Achievements

During the period under review, a website was developed and was being used to communicate to stakeholders. This allowed HEA to post the developed guidelines of registering HEIs and accrediting their Learning Programmes on the website. Thus, during this period, most of the information to stakeholders was disseminated using the same website. The site is **www.hea.org.zm.**

In preparation for the Zambia International Trade Fair in Ndola and the Lusaka Agricultural and Commercial Show, brochures, pop up banners and other advertising materials were produced, including some branded materials such as t-shirts and pens.

Moreover, during this period, HEA attended two awareness workshops organised by the Trade Fair titled "Educational Fair" and one by the Engineering Institution of Zambia (EIZ) on "Accreditation of Engineering Programmes".

In general, the public was aware of the Authority and its mandate. However, HEA will continue to make the public aware of its functions through publication of registered HEIs and accredited Learning Programmes in the higher education sector.

OBJECTIVE 3: TO ENSURE ADHERENCE TO SET STANDARDS IN THE PROVISION OF QUALITY EDUCATION

Universities and University Colleges inspected - Inspect Universities / University Colleges in all provinces

Achievements

This objective was not achieved as planned during the period under review. The main reasons for the lack of movement on this objective were:

1. A draft Statutory Instrument to provide legal provisions for registration of HEIs and accreditation of their Learning Programmes was developed and submitted to the Ministry of Justice for legal scrutiny. During the period under review the Statutory Instrument was not finalised.

- 2. Inadequate staff at HEA to coordinate this objective.
- 3. Inadequate resources.

OBJECTIVE 4: TO ENSURE COMPLIANCE TO SET REGULATIONS AND PROCEDURES FOR REGISTRATION

Universities and University Colleges inspected by 31st December, 2015 - Monitor Universities / University Colleges in all provinces

Achievements

This objective was not achieved as planned during the period under review. The main reasons for the lack of movement on this objective were:

1. A Draft Statutory Instrument to provide legal provisions for registration of HEIs and accreditation of their Learning Programmes was developed and submitted to the Ministry of Justice for legal scrutiny. During the period under review the Statutory Instrument was not finalised.

- 2. Inadequate staff at HEA to coordinate this objective.
- 3. Inadequate resources.



THE AUDITED ACCOUNTS HAVE BEEN PUBLISHED AS THEY APPEAR IN THE AUDIT REPORTS SUBMITTED BY THE OFFICE OF THE AUDITOR GENERAL

HIGHER EDUCATION AUTHORITY

FINANCIAL STATEMENTS

For the year ended 31st December 2014

THE AUDITOR GENERAL P.O Box 50071 Lusaka - Zambia

HIGHER EDUCATION AUTHORITY (HEA)

STATEMENTS OF SOURCES AND UTILISATION OF FUNDS FOR THE NINE MONTHS PERIOD ENDED 31st DECEMBER 2014

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STATEMENT OF DIRECTOR'S RESPONSIBILITIES

The directors of the Higher Education Authority (HEA) is responsible for the preparation of financial statements each year which give a true and fair view of the state of the Authority's affairs for that period. The financial statements comprise Statement of Income and Expenditure, the Statement of Financial Position and the Statement of Cash flows. In preparing the financial statements, management selects suitable accounting policies and then applies them consistently, making judgement and estimates that are reasonable and prudent.

Management is also responsible for the system of internal controls, safeguarding of the assets and taking reasonable steps for the prevention and detection of errors, fraud and other irregularities.

The Statement of Income and Expenditure, the Statement of Financial position and Statement of Cash flows are drawn up in accordance with accounting principles generally accepted by the Government of the Republic of Zambia (GRZ).

In preparing the reports Management acknowledges their responsibilities for:

- 4. Adequate accounting records and maintenance of effective internal control system.
- 5. Appropriate accounting policies supported by reasonable and prudent judgements and estimates have been used consistently.
- 6. Applicable accounting standards have been adhered to. Any departure in the interest of fair presentation has been explained and quantified.

Nothing has come to the attention of the Directors to indicate that the Higher Education Authority (HEA) will not remain a going concern for at least twelve months from the date of this statement.

DIRECTOR GENERAL HIGHER EDUCATION AUTHORITY

BOARD CHAIRPERSON HIGHER EDUCATION AUTHORITY

Report on the Financial Statements

I have audited the accompanying financial statements of Higher Education Authority for the Nine (9) Months period ended 31st December, 2014. These financial statements comprise the statement of income and expenditure, statement of financial position, statement of cash flows

and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the International Financial Reporting Standards and legislation, and for such internal control as management determines is necessary to enable the preparation of financial

statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards for Supreme Audit Institutions. These standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements on pages 4 to 10 give a true and fair view of the financial position of the Higher Education Authority as at 31st December 2014 and of its surplus of income over expenditure and its cash flows for the financial year then ended in accordance with the International Financial Reporting Standards.

Ron M. Mwambwa, foma, fzica, cg ma, msg, cfe ACTING AUDITOR GENERAL 22th June 2016 DATE

STATEMENT OF INCOME AND EXPENDITURE FOR THE NINE (09) MONTHS PERIOD ENDED 31ST DECEMBER 2014

	NOTES	9 months ended 31st December 2014 ZMW
INCOME		
GRZ grants	3	999,999.97
Total Income		999,999.97
EXPENDITURE		
Personal emoluments	4	55,534.00
Board and committee expenses		53,300.00
Office requisites		4,000.00
Telephone allowances		1,000.00
Fuel & lubricant s		10,000.00
Motor vehicle servicing		29,696.97
Advertising and press		3,000.00
Travel expenses within Zambia		20,980.00
Travel expenses outside Zambia		36,472.20
Total Expenditure		213,983.17
Surplus/(Deficit)		786,016.80

The notes on pages 7 to 10 form part of these financial statements.

STATEMENTS OF FINANCIAL POSITION AS AT 31ST DECEMBER, 2014		
		2014
	NOTES	ZMW
ASSETS		
Current Assets:		
Debtors	5	651,708.00
Cash at bank	6	140,152.80
Total assets		791,860.80
LIABILITIES		
Current Liabilities:		
Outstanding tax arrears	7	5,844.00
Total Liabilities		5,844.00
Accumulate d Funds		-
Surplus/(deficit) for the year		786,016.80
Total Accumulated Funds and liabilities	-	791,860.80

These financial statements set out on pages 4 to 10 were approved by Directors on...... and signed on their behalf by:

Elinn Fangs



Director General Higher Education Authority

Board Chairperson Higher Education Authority

HIGHER EDUCATION AUTHORITY

STATEMENT OF CASHFLOW FOR THE NINE (09) MONTHS PERIOD ENDED 318T DECEMBER 2014

	NOTES	ZMW
OPERATING ACTIVITIES		
Surplus for the Year		786,016.80
Increase in Liabilities		5,844.00
Increase in Debtors		(651,708.00)
Net cash flow from operations		140,152.80
INVESTING ACTIVITIES		
Interest received		-
Net cash flow from investing activities		-
FINANCING ACTIVITIES		
Receipts from borrowings		-
Net cash flow from financing activities		-
Net cash balance		140,152.80
Cash at the end of the year		140,152.80

These financial statements set out on pages 4 to 10 were approved by Directors on...... and signed on their behalf by:

Dim Faugs

Director General Higher Education Authority

Board Chairperson Higher Education Authority

ACCOUNTING POLICIES AND GENERAL STATEMENTS

1. Background

In Zambia, higher education since the late 60's had been predominantly offered by public universities. However, over the past few years, there has been an increase in the provision of higher education by private providers.

This development prompted Government to come up with an institution to regulate, promote and assure acceptable levels of standards and quality in the provision of higher education.

The Government of the Republic of Zambia (GRZ) established the Higher Education Authority on 2Ist March, 20I3 under Part ii 4 (1) through an Act of parliament of the Higher Education Act No - 4 of 2013. The functions of the Higher Education Authority (HEA) in summary include the following:

- Registering private higher education institutions
- Accrediting programmes offered in the respective institutions
- Ensuring quality Assurance in the provision of higher education

2. Accounting policies:

a. Basis of financial statements preparation

The financial statements have been prepared on the historical cost basis of accounting and comply with the International Financial Reporting Standards.

b. Income

Income represents grants received from the Government of the Republic of Zambia (GRZ) and cooperating partners as well as any other receipts of funds from other activities. Grants are recorded in the statement of comprehensive income when they are received. No provision is made for any grants pledged by cooperating partners but not received during the year.

c. Non-Current Assets

Non-current assets with a minimum value of ZMW 5, 000.00 are recognised at the time of acquisition with the exception of computers and its peripherals and transport equipment which are recognised despite the value being below ZMW 5,000.00. During the year under review the authority did not own any non-current assets.

d. Depreciation

Depreciation is calculated to write off the cost of non-current assets on a reducing balance method over the expected useful lives of the assets. The principal annual rates used are:

Type of asset	Rate
Land and building	2.5%
Furniture and office equipment	20%
Plant, machinery and equipment	25%
Motor vehicles	25%

e. Inventories

Inventories are stated at the lower of cost and net realisable value. In general, cost is determined on a weighted average basis.

f. Translation of Foreign Currencies

Transactions denominated in foreign currencies are translated into Zambia Kwacha at the rates of exchange ruling at the dates of the transactions.

Assets and liabilities denominated in foreign currencies are translated into Kwacha at the rates of exchanges ruling at the balance sheet date. Gains and losses arising on translation are included in the statement of comprehensive income in the year in which they arise.

NOTES TO THE FINANCIAL STATEMENTS FOR THE NINE (09) MONTHS PERIOD ENDED 31ST DECEMBER 2014

NOTES TO THE FINANCIAL STATEMENTS (continued)

g. Income tax

The authority is exempt from income tax under paragraph 6 of the second schedule to the Income Tax Act, 1996 (as amended)

3. GRZ Grants

Grants from GRZ represent funds received during the period under review. Although the Authority received its first funding in April 2014, the funding includes months prior to April, i.e. January to March which were funded in arrears. The following is the schedule for the funding.

Funding schedule

Month	Amount Received (ZMW)
April (Jan - Apr. funding)	333,333.33
June (May funding)	83,333.33
July (Jun & Jul. funding)	166,666.66
August	83,333.33
October (Sept & Oct. funding)	166,666.66
November	83,333.33
December	83,333.33
Total	999.999.97

4. Personal emoluments

Personal emoluments and responsibility allowances paid to staff attached to HEA. Included in the amount is the respective PAYE for the period.

5. Debtors

Total	651,708.00
	651,708.00
Ministry of Higher Education	ZMW
	2014

Receivables were funds authorised to pay for some activities under the Ministry with a view to refund HEA as the Ministry had inadequate resources at the time.

The breakdown is as follows:

	ZMW
Tender evaluation for Chalimbana University	45,000.00
Tender evaluation for Kwame Nkrumah University	52,500.00
Conference & accommodation-evaluation for Luapula & Lewanika University.	320,000.00
Tender- allowances -evaluation of King Lewanika Uni.	169,335.00
Conference facilities, CBU, UNZA and Mulungushi	64,873.00
Total	651,708.00

NOTES TO THE FINANCIAL STATEMENTS (continued)

6. Cash and bank balances

	2014
	ZMW
Investrust Bank Zambia	140,152.80
Total	140,152.80

Cash and bank balances represent balances held with the bank and earn interest at rates based on bank deposit rates

7. Tax arrears

	2014
	ZMW
PAYE deduction	5.844.00
Total	5,844.00

KS, 844.00 being PAYE deducted but not remitted to Zambia Revenue Authority, (ZRA), as at 31st December 2014.



HIGHER EDUCATION AUTHORITY

FINANCIAL STATEMENTS

For the year ended 31st December 2015

THE AUDITOR GENERAL P.O Box 50071 Lusaka - Zambia

HIGHER EDUCATION AUTHORITY (HEA)

STATEMENTS OF SOURCES AND UTILISATION OF FUNDS FOR THE YEAR ENDED 31st DECEMBER 2015

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FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER, 2015

STATEMENT OF DIRECTOR'S RESPONSIBILITIES

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- 1. Adequate accounting records and maintenance of effective internal control system.
- 2. Appropriate accounting policies supported by reasonable and prudent judgements and estimates have been used consistently.
- 3. Applicable accounting standards have been adhered to. Any departure in the interest of fair presentation has been explained and quantified.

Nothing has come to the attention of the Directors to indicate that the Higher Education Authority (HEA) will not remain a going concern for at le as t twelve months from the date of this statement

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Director General

Board Chairperson

Report on the Financial Statements

I have audited the accompanying financial statements of Higher Education Authority for the year ended 31st December, 2015. These financial statements comprise the statement of income and expenditure, statement of financial position, statement of cash flows and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the International Financial Reporting Standards and legislation, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards for Supreme Audit Institutions. These standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion , the financial statements on pages 4 to 11 give a true and fair view of the financial position of Higher Education Authority as at 31st December 2015 and of its deficit of income over expenditure and its cash flows for the financial year then ended in accordance with the International Financial Reporting Standards.

Mm amb .

22nd June 2017

Ron M. Mwambwa, FCMA, FZICA, CGMA, MSc, CFE

DATE

ACTING AUDITOR GENERAL

INCOME	NOTES	2014 ZMW	2014 ZMW
GRZ grants	1	826,620.00	999,999.97
Total Income		826,620.00	999,999.97
EXPENDITURE			
Personal emoluments	2	352,951.66	55,534.00
Board and committee expenses		289,256.80	53,300.00
Conference facilities / lodging		29,175.30	
Office requisites	3	88,460.40	4,000.00
Telephone allow.		6,000.00	1,000.00
Internet services		13,760.00	
Fuel & lubricants		20,000.00	10,000.00
Motor vehicle servicing & parts		71,312.32	29,696.97
Insurance		15,204.24	
Printing		13,017.85	
Advertising and press		69,456.90	3,000.00
Travel expenses within Zambia		52,420.00	20,980.00
Travel expenses outside Zambia		16,794.60	36,472.20
National events		104,347.34	
Depreciation	4	4,811.67	
Total Expenditure		1,146,969.08	213,983.17
Surplus / (Deficit)		(320,349.081)	786,016.80

The notes on pages 7 to 11 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION AS AT 318T DECEMBER 2015

	NOTES	2015	2014
		ZMW	ZMW
ASSETS			
Non-current assets:			
Office equipment	5	37,738.33	-
Current Assets:			
Debtors	6	395,473.12	651,708.00
Cash at bank	7	111,136.99	140,152 .80
Total Assets		544,348.44	791,860.80
LIABILITIES			
Current Liabilities			
Outstanding tax arrears	8	74,572.00	5,844.00
Owing for newspaper -(Post)		4,108.72	
Total Liabilities		78,680.72	5,844.00
Accumulated Funds b/f		786,016.80	-
Surplus /(deficit) for the year		(320,349.08)	786,016.80
Total Accumulated funds and Liabilities		544,348,44	791,1016.80

These financial statements set out on pages 4 to 11 were approved by Directors on...... and signed on their behalf by:

Stimu Fangs Director General

Higher Education Authority

Board Chairperson Higher Education Authority

STATEMENT OF CASH FLOW FOR THE YEAR ENDED 31ST DECEMBER 2015

	NOTES	2015 ZMW	2014 ZMW
OPERATING ACTIVITIES			
Surplus/(Deficit) for the year		(320,349.08)	786,016.80
Increase in Liabilities		72,836.72	5,844.00
(Increase)Decrease in Debtors		256,234.88	(651,708.00)
Depreciation		4,811.67	-
Net cash flow from operations		13,534.19	140,152.80
INVESTING ACTIVITIES			
Purchase of office equipment	5	(42,550.00)	-
Net cash flow from investing activities		(42,550.00)	-
FINANCING ACTIVITIES			
Net cash flow from financing activities		-	-
Net cash balance		(29,015.81)	140,152.80
Cash at the beginning of the year		1 40, 152.80	-
Cash at the end of the year		111,136.99	140,152.80

These financial statements set out on pages 4 to 11 were approved by Management on..... and signed on their behalf by:

Dium Fangs

Director General Higher Education Authority

Board Chairperson Higher Education Authority

1. Background

In Zambia, higher education since the late 60's had been predominantly offered by public universities. However, over the past few years, there has been an increase in the provision of higher education by private providers.

This development prompted Government to come up with an institution to regulate, promote and assure acceptable levels of standards and quality in the provision of higher education.

The Government of the Republic of Zambia (GRZ) established the Higher Education Authority on 21st March, 2013 under Part ii 4 (1) through an Act of parliament of the Higher Education Act No. 4 of 2013. The functions of the Higher Education Authority (HEA) in summary include the following:

- Registering private higher education institutions
- Accrediting programmes offered in the respective institutions
- Ensuring quality Assurance in the provision of higher education

2. Accounting policies:

a. Basis of financial statements preparation

The financial statements have been prepared on the historical cost basis of accounting and comply with the International Financial Reporting Standards.

b. Income

Income represents grants received from the Government of the Republic of Zambia (GRZ) and cooperating partners as, well as any other receipts of funds from other activities. Grants are recorded in the statement of comprehensive income when they are received. No provision is made for any grants pledged by cooperating partners but not received during the year.

c. Non-Current Assets

Non-current assets with a minimum value of ZMW 5,000.00 are recognised at the time of acquisition with the exception of computers and its peripherals and transport equipment which are recognised despite the value being below ZMW 5,000.00.

a. Depreciation

Type of asset

Depreciation is calculated to write off the cost of non-current assets on a reducing balance method over the expected useful lives of the assets. The principal annual rates used which are consistent with those of the previous year are:

Type of asset	nate
Land and building	2.5%
Furniture and office equipment	20%
Plant, machinery and equipment	25%
Motor vehicles	25%

b. Inventories

Inventories are stated at the lower of cost and net realisable value. In general, cost 1s determined on a weighted average basis.

c. Translation of foreign currencies

Transactions denominated in foreign currencies are translated into Zambia Kwacha at the rates of exchange ruling at the dates of the transactions.

Assets and liabilities denominated in foreign currencies are translated into Kwacha at the rates of exchanges ruling at the balance sheet date. Gains and losses arising on translation are included in the statement of comprehensive income in the year in which they arise.

d. Income tax

The authority is exempt from income tax under paragraph 6 of the second schedule to the Income Tax Act, 1996 (as amended).

Rate

1. GRZ Grants

This consists of amounts received from the Treasury as funding for operations and personal emoluments as shown below;

Funding schedule	
Month	Amount Received
	ZMW
January	82,006.00
February	82,006.00
April	82,006.00
May and June	164,012.00
August	88,566.00
September	82,006.00
October	82,006.00
November	82,006.00
December	82,006.00
Total	826,620.00

2. Personal Emoluments

This represents net responsibility allowances paid to staff attached to Higher Education Authority (HEA) of K284,223.66 and the respective PAYE, K68,728.00 totalling K352,951.66 for the period under review.

3. Office requisites

This includes office stationery/supplies and office entertainment broken down as follows:

Office stationery/supplies	K44,460.40
Office entertainment	K44,000.00
TOTAL	K88,460.40

4. Depreciation

This includes depreciation charge for furniture and fittings K3,611.67 and charge on office equipment KI ,200 totalling K4,81.67. Details refer to note 5.
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

5. Non-Current Assets

COST	Leased Property	Furniture & fittings	Office Equipment & Accessories	Total
As at 01.01.2015	-	-	-	-
Additions	-	34,150.00	8,400.00	42,550.00
Disposal	-	-	-	-
As at 31.12.2015	-	34,150.00	8,400.00	42,550.00
DEPRECIATION				
As at 01.01.2015	-	-	-	-
Charge for the year	-	3,611.67	1,200.00	4,811.67
Depn on disposal	-	-	-	
As at 31.12.2015	-	3,611.67	1,200.00	4,811.67
NET BOOK VALUES				
As at 31.12.2015	-	30,538.33	7,200.00	37,738.33
As at 31.12.2014	-	-	-	-

6. Debtors

	2015 ZMW	2014 ZMW
Ministry of Higher Education	395,473.12	651,708.00
Total	395,473.12	651,708.00

This was the balance outstanding as at 31.12.2015 from the total of K651,708.00 after reimbursing K256,234.88 . The funds where borrowed in 2014.

7. Cash and Bank balances

	2015 ZMW	2014 ZMW
Investrust Bank Zambia	111.136.99	140,152.80
Total	111,136.99	140,152.80

8. Tax Arrears

	2015 ZMW	2014 ZMW
PAYE deduction	74,572.00	5,844.00
Total	74,572.00	5,844.00

The PAYE deducted from the responsibility allowances was still outstanding as at 31st December 2015 because HEA had not opened the respective account with ZRA.

9. Increase in liabilities

The increase in debtors for the year ended 31.12.2015 is made up as follows;

	ZMW
Tax liability - 2015	68,728.00
Owing to The Post newspaper	4,108.72
Total	72,836.72

10. Decrease in Debtors

These are reimbursements of some funds that were borrowed by the Ministry. Refer to note 6 for details.

Break down of these refunds war as follows:

Details	ZMW
Refund from Chalimbana University account	45,000.00
Refund from Kwame Nkrumah Uni. a/c	52,500.00
Refund from MoESVTEE a/c	8,734.88
Refund from MoESVTEE a/c	150,000.00
Total	256,234.88

APPENDIX 1

	ASSET REGISTER - OFFICE EQUIPMENT & FITTINGS										
NO.	ITEM DESCRIPTION	MODEL	SERIAL NO.	CONDITION	SUPPLIER	QTY	VALUE ZMW	PURCHASE DATE	USER	POSITION	LOCATION
1	HP laser jet printer	Laserjet 600 M603	CNCXG 2006MG	Verv Good		01	12.350.00	15/05/2015			HEA
2	HP Laser jet flat bed	HP SCAN JET SSA	CN4BSXHIBT	Verv Good		01	4.000.00	15/05/2015			HEA
3	LCD Projec- tor	EPSON	V9WK4200B65	Verv Good		01	10,350.00	15/05/2015			HEA
4	Desk top computer			Verv Good		01	7.450.00	24/08/2015			ZAMTEL
5	Metallic 2 drawer filing cabinet			Verv Good		02	4.400.00	20/02/2015			HEA
6	Metallic double door filing cabinet			Verv Good		01	4.000.00	15/05/ 2015			HEA
	Total						42,550.00				

ABOUT HEA

The Higher Education Authority (HEA) is a grant aided institution established under the Higher Education Act No. 4 of 2013, to ensure quality of delivery of services by Higher Education Institutions (HEIs). HEA began its operations in 2015.

Mandate

"To coordinate, regulate, supervise and monitor standards of higher education in Zambia."

Functions of the HEA

The functions of the HEA as outlined in the Higher Education Act No. 4 of 2013 Part II (6), include

The functions of the Authority are to:

- 1. Advise the Minister on any aspect of higher education;
- 2. Develop and recommend policy on higher education, including the establishment of public higher education institutions and the registration of private higher education institutions;
- 3. Establish a coordinated higher education system which promotes corporate governance and provides for a programme based higher education;
- 4. Regulate higher education institutions and coordinate the development of higher education;
- 5. Promote quality assurance in higher education;
- 6. Audit the quality assurance mechanisms of higher education;
- 7. Restructure and transform higher education institutions and programmes to be responsive to the human resource, economic and development needs of the Republic;
- 8. Promote the access of students to higher education institutions;
- 9. Design and recommend an institutional quality assurance system for higher education institutions, and recommend to the Minister institutional quality assurance standards for:
 - a. The establishment, standardisation and registration of higher education institutions, including standards of plant and equipment;
 - b. The preparation and amendment of statutes;
 - c. The development of curricula;
 - d. Libraries, laboratories, workshops and other facilities; and
 - e. Student transfers between academic programmes among higher education institutions;
- 10. Advise the Minister on the funding arrangements for public higher education institutions;
- 11. Advise the Minister on staff development for higher education;
- 12. Promote equity in access to higher education through the provision of student assistance programmes;
- 13. Promote international cooperation and facilitate exchange through the provision of student assistance research and teaching; and
- 14. Do all such things as are necessary or conducive for the achievement of the purposes of this Act.

BOARD STATEMENT ON CORPORATE GOVERNANCE

The purpose of this statement is to give a brief overview of the HEA's governance structures, legal status and corporate governance practice.

Legal Persona and Capacity

HEA is autonomous and is a legal persona with full juristic capacity by virtue of its incorporation as an Authority through the Higher Education Act No.4 of 2013. This legislation places the governance of the Authority in the hands of the Board of the Authority, and provides for the Board of the Authority's composition, functions and powers.

The Board of the Authority is required to make this report as provided for in the First Schedule, Part II, Section 10 of the Higher Education Act, No. 4 of 2013. The Board of the Authority considers that it has materially complied with these reporting requirements.

Composition of the Board of the Higher Education Authority provided for in the Act

The Board of the Authority was constituted according to the provisions of the Act and consists of the following part-time members appointed by the Minister:

- 1. One representative each from the Ministries responsible for
 - b. Education;
 - c. Vocational and entrepreneurship training; and

d. Labour;

- 5. A representative of the Zambia Institute of Advanced Legal Education;
- 6. A representative of the Attorney General;
- 7. A representative of the Zambia Association of Chambers of Commerce and Industry;
- 8. A representative of the Examinations Council of Zambia;
- 9. A representative of the Zambia Institute of Human Resource Management;
- 10.A representative of a civil society organisation working in the education sector; and
- 11.2 other persons with expertise in matters relating to higher education.

To assist the Board in its functions, 3 Committees have been constituted comprising of members from the Board and other stakeholders. The chairpersons of the Committees are members of the Board. The Committees that have been formed are:

- 1. Finance and Administration Committee;
- 2. Registration and Accreditation Committee; and,
- 3. Quality Assurance Committee.

THE BOARD OF THE AUTHORITY

We extend our dearest appreciation and gratitude to our Board of the Authority Members. They have made an immeasurable contribution to HEA's efforts in ensuring quality assurance in higher education in Zambia.

The 11 member Board of the Authority is appointed by the Minister of Higher Education to provide oversight of HEA, consistent with the provisions of Higher Education Act No. 4 of 2013.

The current HEA Board of Directors was inaugurated on 22nd October, 2014.



Dr. Silane Kalenga Mwenechanya Board of the Authority Chairperson Higher Education Authority



Ms. Claire K. Limbwambwa Board of the Authority Vice Chairperson Higher Education Authority

THE BOARD OF THE AUTHORITY

BOARD MEMBERS

Dr. Patrick K. Nkanza

Ministry of Education, Science, Vocational Training and Early Education (MESVTEE) (Permanent Secretary, MESVTEE)

Mr. Enock Mulembe Zambia Institute of Advanced Legal Education (ZIALE)

Mr. Angel M. Kaliminwa Examinations Council of Zambia (ECZ)

Dr. Mushankwa Mukunyandela Minister's Nominee

Ms. Cecilia M. Kamanga Ministry of Labour and Social Security (MLSS)

Ms. Sindiso Sichone Retired Attorney General's Office (Ministry of Justice)

Mr. Fredrick Imasiku Appointed Attorney General's Office (Ministry of Justice)

Ms. Prisca M. Chikwashi Zambia Association of Chambers of Commerce and Industry (ZACCI)

Ms. Grace B. Manyonga Civil Society Organisation in the Education Sector

Mr. Emmanuel K. Lutelo

Interim Secretary MESVTEE

MEMBERS ATTENDANCE RECORD

			20	2014		2015			
No.	Name	Designation	Q4 (a)	Q4 (b)	Q1	Q2	Q3	Q4(a)	Q4(b)
1.	Dr. Silane K Mwenechanya	Chairperson	Р	Р	Р	Р		Р	Ρ
2.	Ms. Claire K Limbwambwa	Vice Chairperson	Р	Р	Р	Р		Р	Ρ
3.	Dr. Patrick K Nkanza	Member	Р	Р	Ар	Р		Ар	Ρ
4.	Mr. Enock Mulembe	Member	Р	Р	Р	Ар		Р	Ар
5.	Mr. Angel M Kaliminwa		Р	Р	Р	Р		Ар	Ρ
6.	Dr. Mushankwa Mukunyandela		Р	Р	Р	Р		Р	Ар
7.	Ms. Cecilia M Kamanga	Member	Ар	Р	Ар	Р		Р	Ρ
8.	Ms. Sindiso Sichone	Retired	Ар	Р	Р	-			-
9.	Mr. Fredrick Imasiku	Appointed	-	-	-	-		Р	Ρ
10.	Ms. Prisca M Chikwashi	Member	Ар	Р	Р	Ρ		Р	Ар
11.	Ms. Grace B Manyonga	Member	Ар	Р	Ар	Ρ		Р	Ρ
12.	Mr. Emmanuel Lutelo	Secretary	Р	Р	Р	Р		Р	Ρ

Q1 (a) was a Special Board meeting P = Present

Ap = Apology Ab = Absent - = Not a member for these meetings

FINANCE AND ADMINISTRATION COMMITTEE

The Finance and Administrative Committee composed of the following members:

No.	Name	Designation
1.	Ms. Claire K. Limbwambwa	Chairperson
2.	Dr. Patrick Nkanza	Member
3.	Ms. Grace B. Manyonga	Member
4.	Ms Sindiso N. Sichone	Retired
5.	Mr. Fredrick Imasiku	Appointed
6.	Mr. Emmanuel Lutelo	Secretary

Terms of Reference for the Finance and Administration Committee

The Finance and Administration Committee's Terms of Reference were as follows:

Finance

- To formulate, receive, consider and recommend for approval by The Board of the Authority, all policies, plans and procedures on financial and infrastructure matters in the Authority;
- 2. To formulate, review and recommend to the Board of the Authority for approval resource mobilisation policy for the Authority;
- 3. To develop and recommend to the Board of the Authority for approval resource mobilisation plans for the Authority;
- 4. To formulate, review and recommend to the Board of the Authority for approval the investment Policy of the Authority;
- 5. To develop and recommend to the Board of the Authority for approval the investment plans of the Authority;
- 6. To receive, consider and recommend to the Board of the Authority for approval of the annual estimates of Income and Expenditure for each financial year;
- 7. To receive, consider and recommend to the Board of the Authority for approval of the supplementary estimates of Income and Expenditure;
- 8. To receive and consider the quarterly and annual accounts and recommend them to the Board of the Authority for approval;
- 9. To receive, consider and approve recommendations with financial implications arising from other Committees of the Board;
- 10. To approve the level of fees and other charges levied by the Authority from time to time;
- 11. To consider financial matters referred to it by the Director General;
- 12. To consider and approve the recommendations for the appointment of external auditors and audit fees, as well as, any other fees which are payable to auditors in respect of non-audit activities; and,
- 13. To review the relationship with external auditors recommended by Auditor General's Office.

Administration

- 1. To formulate, consider and recommend to the Board of the Authority for approval of all matters relating to the Human Resources Policy of the Authority;
- To consider and recommend to the Board of the Authority for approval appointments of all staff;
- 3. To consider and recommend to the Board of the Authority for approval renewal of contracts for all staff;
- 4. To recommend to the Board of the Authority for approval the criteria for appointment and promotion of all staff;
- 5. To consider and approve promotions of all staff;
- 6. To determine and review the Authority's organisational structure;
- 7. To determine and review the Authority's Staff Establishment; and,
- 8. To consider any other business that might be referred to the Committee by the Board of the Authority.

Audit and Risk

- 1. To review the financial reporting and internal control systems and procedures;
- 2. To consider Management's responses to queries raised by internal and external auditors relating to financial/accounting transactions and control systems in the Authority;
- 3. To review the management of financial matters, and check the independence and objectivity of the external auditors, as well as, the freedom allowed to the internal auditors;
- 4. To review the consistency of accounting policies on a year to year basis;
- 5. To review and co-ordinate the activities of the internal auditors;
- 6. To ensure that the head of Internal Audit has the right to access to the Chairperson of the Committee;
- To consider, review and recommend to the Board for approval the internal audit plans and programmes, as well as, ensuring that there is right to access in any assignments undertaken by external auditors;
- 8. To meet with the Internal and External Auditors, either together, or with each separately, as would be deemed appropriate, at least once in a year;
- 9. To receive and consider an annual report on auditors matters;
- 10. To recommend to the Board of the Authority the Authority's appetite for risk and its policy for risk management;
- 11. To recommend and review the implementation of the Authority's internal controls and risk management framework;
- 12. To review the processes and procedures for ensuring that all material business risks are properly identified and that appropriate systems of monitoring and control are in place; and,
- 13. To consider any other business that might be referred to the Committee by the Board of the Authority.

MEMBERS ATTENDANCE RECORD

No.	Name		2014		2015			
NO.		Designation	Q4 (a)	Q4 (b)	Q1	Q2	Q3	Q4
1.	Ms. Claire K. Limbwambwa	Chairperson	Р	Р	Р	Р	Р	
2.	Dr. Patrick K. Nkanza	Member	Р	Р	Р	Р	Р	
З.	Ms. Grace B. Manyonga	Member	Ab	Р	Р	Р	Р	
4.	Ms Sindiso N. Sichone	Retired	Р	Р	Р	-	-	
5.	Mr. Emmanuel K. Lutelo	Secretary	Р	Р	Р	Р	Ρ	

P = Present Ap = Apology Ab = Absent - = Not a member for these meetings

QUALITY ASSURANCE COMMITTEE

The Quality Assurance Committee composed of the following members:

No.	Name	Designation
1.	Mr. Angel Kaliminwa	Chairperson
2.	Ms. Cecilia M. Kamanga	Member
З.	Dr. Patrick Nkanza	Member
5.	Mr. Emmanuel Lutelo	Secretary

Terms of Reference for the Quality Assurance Committee

The Quality Assurance Committee's Terms of Reference were as follows:

- 1. To facilitate a common interpretation and understanding of standards for higher education;
- 2. To formulate and facilitate the development and implementation of education standards for higher education in line with Zambia Qualifications Framework;
- 3. To promote and enhance quality assurance by setting quality criteria and standards;
- 4. To establish and maintain linkages with employers, professional bodies and other relevant stakeholders for continuous improvement of standards of Higher Education Institutions and qualifications;
- 5. To benchmark Zambian Higher Education Institutions and qualifications to international standards;
- 6. To monitor compliance to set standards and make recommendations to the board; and,
- 7. To advise the Board of the Authority on all matters pertaining or incidental to standards of higher education and qualifications.

MEMBERS ATTENDANCE RECORD

			2015				
No.	Name	Designation	Q1	Q2	Q3	Q4	
1.	Mr. Angel Kaliminwa	Chairperson	Х	Х	Х	Ρ	
2.	Ms. Cecilia M. Kamanga	Member	Х	Х	Х	Ρ	
3.	Dr. Patrick Nkanza	Member	Х	Х	Х	Ар	
4.	Mr. Emmanuel Lutelo	Secretary	Х	Х	Х	Ρ	

P = Present Ap = Apology Ab = Absent X = No meeting

Note: The Quality Assurance Committee met only once during the period as their work depended on the instruments or guidelines that were being prepared by the Registration and Accreditation Committee.

REGISTRATION AND ACCREDITATION COMMITTEE

The Registration and Accreditation Committee composed of the following members:

No.	Name	Designation	
1.	Mr. Enoch Mulembe	Chairperson	
2.	Ms. Prisca M. Chikwashi	Member	
З.	Dr. Patrick Nkanza	Member	
4.	Ms. Grace B Manyonga	Member	
5.	Mr. Emmanuel Lutelo	Secretary	

Terms of Reference for the Registration and Accreditation Committee

The Registration and Accreditation Committee's Terms of Reference were as follows:

- 1. To develop criteria and guidelines for applications for registration and renewal of registration of Higher Education Institutions;
- 2. To consider applications for registration and renewal of registration of Higher Education Institutions and to recommend to the Minister on the registration and renewal of a Higher Education Institution;
- 3. To ensure that registered Higher Education Institutions comply with the provisions of the Higher Education Act and to recommend to the Minister on the appropriate measures to be taken on the registration status of a Higher Education Institution;
- 4. To establish a criteria for accreditation of Higher Education Institutions; and,
- 5. To establish criteria for establishing equivalences of foreign qualifications in Zambia.

No.	Name	Designation	2014	2015		
INO.	Name		Q4	Q1(a)	Q1(b)	Q4
1.	Mr. Enoch Mulembe	Chairperson	Р	Ρ	Р	Ρ
2.	Ms. Prisca M. Chikwashi	Member	Р	Р	Ар	Ρ
3.	Dr. Patrick Nkanza	Member	Р	Р	Р	Ар
4.	Ms. Grace Buumba Manyonga	Member	Ab	Р	Ab	Ρ
5.	Ms. Charity K. Chola	Member	-	Р	Р	Ρ
6.	Ms. Rudo Banda	Member	-	-	-	Ρ
7.	Mr. Modest Hamalabi	Member	-	-	-	Ρ
8.	Mr. Cleophas Takaiza	Member	-	Р	Р	Ар
9.	Mr. Emmanuel Lutelo	Secretary	Р	Р	Р	Ρ

MEMBERS ATTENDANCE RECORD

P = Present Ap = Apology Ab = Absent - = Not a member for these meetings

THE BOARD OF THE AUTHORITY





"Ensuring Quality in Higher Education"

"To develop and regulate a quality higher education system which produces individuals who are well equipped to contribute to national development"

The Higher Education Authority's Mission





"Ensuring Quality in Higher Education"