



ZAMBIA QUALIFICATIONS AUTHORITY

ANNUAL
REPORT
2017



Registered Office

Zambia Qualifications Authority
Ground Floor, Finsbury Park
P.O Box 51103
Lusaka, Zambia
Tel: +260 211 843050/ 843053
Email: info@zaqa.gov.zm
Website: www.zaqa.gov.zm

Our Bankers

Investrust Bank
Head Office
Ody's Building, Great East Road Plot No. 19028/29
P.O. Box 32344
Lusaka, Zambia

Stanbic Bank Zambia
Lusaka Main Branch
PO Box 32111
Lusaka

Auditors

M Sakala & Associates
Chartered Accountants
Plot 1136 PAM Building
Church Road
P.O Box 320180
Lusaka, Zambia

ACRONYMS AND ABBREVIATIONS

AQVN	African Qualification Verification Network
ECZ	Examinations Council of Zambia
FAHR	Finance, Administration and Human Resources Committee
GDN	Groningen Declaration Network
HEA	Higher Education Authority
ICT	Information Communication Technology
MOH	Ministry of Health
MOHE	Ministry of Higher Education
NIPA	National Institute of Public Administration
NQF	National Qualifications Framework
SAQA	South African Qualifications Authority
SADC	Southern African Development Community
SADCQVN	SADC Qualification Verification Network
SI	Statutory Instrument
TCCA	Technical Committee On Certification and Accreditation
TCZ	Teaching Council of Zambia
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
UNZA	University of Zambia
UK	United Kingdom
ZAQA	Zambia Qualifications Authority
ZAOU	Zambian Open University
ZIALE	Zambia Institute of Advanced Legal Education
ZIHRM	Zambia Institute of Human Resource Management
ZICA	Zambia Institute of Chartered Accountants
ZRA	Zambia Revenue Authority
ZQF	Zambia Qualifications Framework

VISION

A credible and efficient regulator of national qualifications for local and international comparability.

MISSION

To ensure local and international recognition of qualifications

Professionalism

We exhibit competence, commitment, good judgement, conduct and behaviour and promote a positive corporate image in the execution of our duties.

Integrity

We put the obligations of the Authority above one's personal interests and conduct ourselves in a manner beyond reproach.

Excellence

We provide superior and meritorious services beyond our clients' expectations.

CORE VALUES

Transparency

We are open and communicate effectively in the discharge of our duties.

Confidentiality

We are trustworthy by not revealing or disclosing privileged information to unauthorised persons.

Team Work

We cooperate with others and work to the best of our abilities, despite any personal conflict that may arise between individuals to foster unity of purpose.

PICTURES OF SOME ACTIVITIES IN THE YEAR



The Minister of Higher Education, Hon. Prof. Nkandu Luo's visit to ZAQA



The Permanent Secretary in the Ministry of Higher Education, Mr. Mabvuto Sakala visits ZAQA



Members of the National Alignment Committee (NAC) that met at Cresta Golfview



Some of the participants at the ZAQA sensitization workshop held on the Copperbelt, Kitwe.

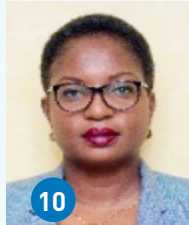
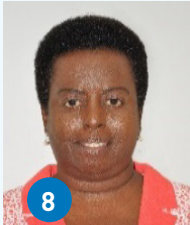


ZAQA took time to sensitise the public about the Authority at the 91st Zambia Agricultural and Commercial Show



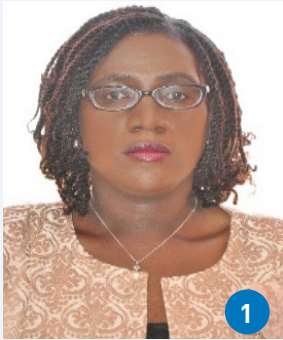
ZAQA visited Rusangu University to share on the role of the Authority and the Qualifications Management Information System

BOARD OF DIRECTORS



1. Ms. Namucana C. Musiwa
Chairperson
2. Prof. Charles Namafe
Vice – Chairperson
3. Mrs. Elly. S. Mwale
Standards Setting
Committee Chairperson
4. Mr. Owen Mugemezulu
Member
5. Mrs. Mutinta Chilala
Member
6. Mrs. Evelyn Muleya
Member
7. Mr. Tom J. K Thewo
Finance, Administration
and Human Resources
Committee Chairperson
8. Mrs. Chanda S. Nyonda
Member
9. Prof. Moses Musonda
Member
10. Mrs. Anna M. Ononuju
Member
11. Mr. Vengi Sinda
Member
12. Mrs. Mirriam M.A
Chiyaba
Board Secretary /
Director and CEO

EXECUTIVE MANAGEMENT



1. Mrs. Mirriam M.A Chiyaba
Director & Chief Executive
Officer
2. Mr. Cleophas Takaiza
Assistant Director – Technical
3. Mrs. Mercy M. Ngoma
Assistant Director – Corporate
Services

BOARD OF DIRECTORS

The Board was constituted on 20th August, 2014 in accordance with Section 10 (1) of the Zambia Qualifications Authority Act no. 13 of 2011 and was inaugurated on 23rd October 2014. The Members that held office during the year to 19th August 2017 are:

No.	Name	Organisation Represented	Title
1	Ms. Namucana C. Musiwa	ZIHRM	Board Chairperson
2	Professor Charles M. Namafe	Public University	Vice Chairperson
3	Mr. Owen Mugemezulu	MOHE	Board Member
4	Mrs.Chanda S.C Nyonda	Ministry of Labour	Board Member
5	Mrs. Evelyn Muleya	MOH	Board Member
6	Mr.Tom J.K Thewo	ZICA	Board Member and Chairperson FAHR
7	Mrs. Anna Malata Ononuju	ZIALE	Board Member
8	Professor Moses Musonda	Private University	Board Member
9	Mrs. Mutinta C.M Chilala	ZASTI	Board Member
10	Mrs. Elly S. Mwale	Civil Society the Education Sector	Board Member and Chairperson SSC
11	Mr. Vengi Sinda	MOGE	Board Member
12	Mrs. Mirriam M. A Chiyaba	ZAQA	Board Secretary / Director & CEO

The Directors' tenure of office ended on 19th August 2017 when their respective appointments expired. For the period 20th August 2017 to 31st December 2017, the Authority operated without a Board. The Permanent Secretary – Ministry of Higher Education provided overall guidance during this period.

By order of the Board



Mirriam M. A Chiyaba (Mrs)
Board Secretary

BOARD COMMITTEES

Finance, Administration and Human Resources Committee

Mr. Tom J. K Thewo	-	Chairperson
Mr. Owen Mugemezulu	-	Member
Mrs. Chanda S.C Nyonda	-	Member
Mrs. Evelyn Muleya	-	Member
Dr. Wala E.D Chabala	-	Member
Mr. Chresta Kaluba	-	Member
Mrs. Mirriam M.A Chiyaba	-	Board Secretary

Standards Setting Committee

Ms. Elly S. Mwale	-	Chairperson
Mr. Owen Mugemezulu	-	Member
Professor Charles Namafe	-	Member
Mr.Orphan Hachinene	-	Member
Mrs. Mary Nalumpa	-	Member
Mrs. Prisca C Simukonda	-	Member
Mrs. Teza N. Musakanya	-	Member
Mrs Mirriam M.A Chiyaba	-	Board Secretary

EXECUTIVE MANAGEMENT

Mrs. Mirriam M. A Chiyaba	-	Director and Chief Executive Officer
Mr. Cleophas Takaiza	-	Assistant Director – Technical
Mrs. Mercy M. Ngoma	-	Assistant Director – Corporate Services

CONTENTS

ACRONYMS AND ABBREVIATIONS.....	iii
VISION	iv
MISSION	iv
CORE VALUES	iv
PICTURES OF SOME ACTIVITIES IN THE YEAR	v
BOARD OF DIRECTORS.....	viii
BOARD COMMITTEES	ix
Finance, Administration and Human Resources Committee.....	ix
Standards Setting Committee.....	ix
EXECUTIVE MANAGEMENT	ix
EXECUTIVE SUMMARY.....	1
1.0 INTRODUCTION	3
1.1 Mandate.....	3
2.0 OPERATIONAL REVIEW FOR THE YEAR ENDED 31 DECEMBER 2017	4
2.1 Strategic Objective 1	5
2.2 Strategic Objective 2	5
2.3 Strategic Objective 3	9
3.0 CORPORATE SERVICES	10
3.1 Information Communications Technology.....	10
3.1.1 Development of the Qualifications Management Information System.....	10
3.1.2 Payroll implementation	11
3.1.3 Internet Upgrade	11
3.2 Human Resources and Administration	11
3.2.1 Staff establishment	11
3.2.2 Labour Turnover	11
3.2.3 Office Space	12
3.2.4 Transport	12
3.3 Finance.....	12
4.0 STATEMENT ON CORPORATE GOVERNANCE	13
4.1 Meeting attendance	14
5.0 FINANCIAL STATEMENTS.....	15

EXECUTIVE SUMMARY

Introduction

The Zambia Qualifications Authority (ZAQA) is a statutory body under the Ministry of Higher Education established by the ZAQA Act No. 13 of 2011 to develop, oversee and maintain a national qualifications framework for Zambia. The functions of ZAQA include the registration and accreditation of qualifications, validation and evaluation of qualifications and ensuring that standards and registered qualifications are internationally comparable. The detailed functions of the ZAQA are as outlined in the ZAQA Act No. 13 of 2011.

Operational Overview

In the absence of a Strategic Plan, the operations of the Authority during the year under review were guided by an approved Annual Work Plan and Budget whose focus was on the implementation of the Zambia Qualifications Framework. The Authority focused on the development of a statutory instrument to operationalise the provisions of the ZAQA Act No. 13 of 2011 such as the registration and accreditation of qualifications on the ZQF. The SI was not issued during the year under review and, consequently, the Authority was not able to commence the registration and accreditation of qualifications.

The Authority recognizes that successful implementation of the ZQF requires concerted efforts from all stakeholders who include Quality Assurance Bodies, Awarding Bodies, institutions of learning,

industry/employers and all those that have an interest in the quality of qualifications being issued in Zambia. To put this in effect, the Authority engaged various stakeholders through different platforms in order to share the objectives of the ZQF.

To ensure improvement in standards and quality of qualifications, ZAQA has provided guidelines on internationally accepted outcomes at qualification level through the qualification level descriptors. Further, ZAQA continued to validate qualifications for authenticity. During the year under review, the Authority validated 629 qualifications out of which 4.13% were found to be misrepresented. This attests to the fact that not all qualifications presented may be genuine qualifications.

The Authority recruited four (4) new members of staff in the year under review bringing the total staff complement to twelve (12) at close of the year. Further, the Authority moved to a bigger office space in order to accommodate the increase in staff numbers and make the Authority more accessible to differently abled persons.

In line with section 9 (1) (l) of the ZAQA Act, the Authority has the mandate to keep a database of learning achievements in Zambia. In this regard, the Authority contracted the Copperbelt University to develop a Qualifications Management Information System which is now in the pilot phase.

Corporate Governance

The tenure of the Board expired on 19th August 2017. The Authority operated without a Board for the rest of the year with the Ministry of Higher Education providing strategic guidance and support.

Financial Performance

A total of ZMW7,470,410 was received in the year with 87% coming from Government Revenue Grant. The Authority recorded a surplus of ZMW368,307.

1.0 INTRODUCTION

1.1 Mandate

The Zambia Qualifications Authority was established under the Zambia Qualifications Authority Act No. 13 of 2011. The functions of the Authority among others are as follows: -

- (a) develop, oversee and maintain a national qualifications framework for Zambia;
- (b) develop and implement policy and criteria, after consultation with the appropriate authority, for the development, accreditation and publication of qualifications and part- qualifications, which shall include the following requirements:
 - (i) the relevant sub-framework shall be identified on any document relating to the accreditation and publication of a qualification or part - qualification; and
 - (ii) each sub-framework shall have a distinct nomenclature for its qualification types which is appropriate to the relevant sub-framework and consistent with international practice;
- (c) accredit a qualification or part-qualification recommended by an appropriate authority if it meets the relevant criteria;
- (d) develop policy and criteria after consultation with the appropriate authorities for assessment, recognition of prior learning and credit accumulation and transfer;
- (e) develop the content of level descriptors for each level of the Framework and reach agreement on the content with the appropriate authorities;
- (f) publish the agreed level descriptors in the Gazette and ensure that the levels remain current and appropriate;
- (g) ensure that standards and accredited qualifications are internationally comparable;
- (h) determine national standards for any occupation;
- (i) recognise and validate competencies for purposes of certification obtained outside the formal education and training systems;

- (j) recognise and validate competencies for purposes of certification obtained outside the country;
- (k) collaborate with its international counterparts on all matters of mutual interest concerning qualification frameworks;
- (l) keep a database of learning achievements in Zambia;
- (m) advise the Minister on matters pertaining to the Framework; and
- (n) do all such things as are necessary or conducive for the achievement of the purposes of this Act.

2.0 OPERATIONAL REVIEW FOR THE YEAR ENDED 31 DECEMBER 2017

In line with the Mandate in the ZAQA Act No. 13 of 2011, the Authority's Annual Work Plan and Budget for 2017 focused on operationalising the Zambia Qualifications Framework. In this regard, the strategic objectives that guided the Authority in 2017 were as follows: -

- i. to promote an education sector that is well coordinated in relation to the award of qualifications,
- ii. to improve standards and quality assurance of qualifications,
- iii. to establish mechanisms for a centralized record of learner achievements in Zambia through the development and implementation of a Qualifications Management Information System.

2.1 Strategic Objective 1

To promote an education sector that is well coordinated in relation to the award of qualifications.

2.1.1 To promote coordination, ZAQA is mandated to register and accredit qualifications on the Zambia Qualifications Framework. The framework provides for a single integrated national framework for learning achievements. This further facilitates for access to, and mobility and progression within, education, training and career pathways. In 2016, the Authority facilitated the drafting of regulations that guide the registration and accreditation of qualifications on the Zambia Qualifications Framework. This work resulted into a Statutory Instrument called the “Zambia Qualifications (Accreditation, Validation and Evaluation of Qualifications) Regulations” pending approval as at 31 December 2017.

2.1.2 During the year under review, the Authority received twenty-one (21) qualifications from one Appropriate Authority for accreditation. The Authority was not able to conclude the process of accreditation pending approval of the Statutory Instrument that would govern the accreditation process.

2.2 Strategic Objective 2

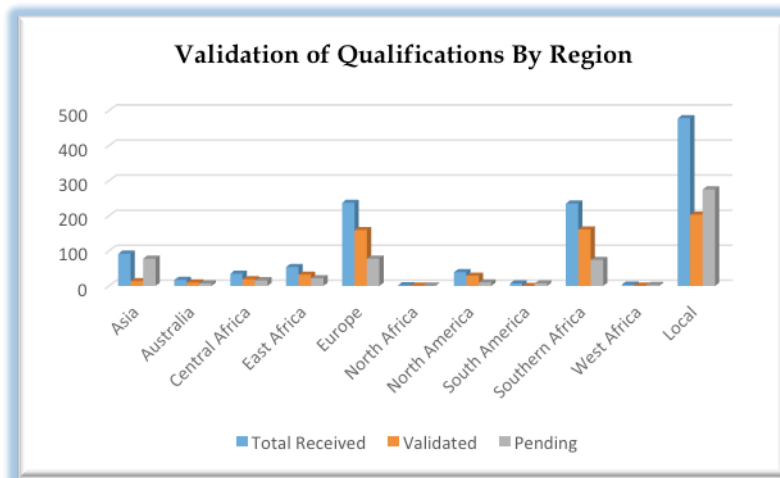
To improve standards and quality assurance of qualifications.

2.2.1 Validation and evaluation of qualifications

To ensure improvement in standards and quality of qualifications, ZAQA has provided guidelines on internationally accepted outcomes at qualification levels through the qualification level descriptors. Further, ZAQA validates and evaluates foreign qualifications. Validation and evaluation of qualifications is aimed at ensuring authenticity and recognition of qualifications, locally and internationally.

During the year under review, the Authority validated Six Hundred and Twenty-Nine (629) qualifications representing 52% of requests received. The largest number of validation requests were for qualifications obtained from within Zambia followed by United Kingdom, South Africa and Zimbabwe. The distribution of validated qualifications by country is as presented in Figure 2 below.

Figure 2: Validations of qualifications by region



Towards the end of the year, the Authority noted a sharp increase in the number of requests for validation. This could be as a result of increased sensitisation activities by the Authority and collaboration with various quality assurance and professional bodies. The Authority collaborated with the Teaching Council of Zambia and Examinations Council of Zambia regarding the validation of qualifications for teachers. Further, the Authority collaborated with Zambia Institute of Advanced Legal Education in the validation of qualifications for potential candidates to the Institute.

2.2.1.1 Challenges in validating qualifications

Figure 2 shows the distribution of outstanding validation requests as at 31 December 2017. The bulk of these (especially local qualifications) were received at the close of the year as required in fulfilment of enrolments for further education. However, the Authority faced challenges in validating qualifications from Asia, particularly, qualifications from China, India and North Korea. The challenges included: -

- i. Slow or sometimes, no feedback from some awarding bodies.
- ii. Lack of working contact details of awarding bodies or national recognition centres;
- iii. Language barrier making it difficult to effectively communicate with contacts from non-English speaking countries;
- iv. Some awarding bodies were no longer operational and in such cases, records were difficult to access;
- v. Reliance on third party institutions to conduct verifications; and
- vi. Non-existence or inadequate database of learners' achievements.

To mitigate these challenges, the Authority engaged foreign missions and entered into strategic partnerships with existing regional and international networks such as the African Qualification Verification Network, SADC Qualification Verification Network and Groningen Declaration Network.

2.2.1.2 Misrepresented qualifications

A qualification is not recognised if the issuing body is not accredited or recognised in the education system of a particular country in accordance with the national policies, or generally accepted practice of that country. In addition, the qualification is not recognised if the issuing body is recognised or accredited, but not authorised to offer that particular qualification or the qualification is not a part of the national system of qualifications. The qualification will also not be recognised if it is not authentic and was not awarded to the individual in question.

During the year under review, 4.13% of the qualifications validated and evaluated by the Authority were recorded as misrepresented. The largest proportion of misrepresented qualifications were foreign. Further, in collaboration with TCZ, a total of Seven Hundred and Thirty-Three (733) teachers were found with fraudulent qualifications.

2.2.2 Stakeholder engagements

ZAQA is responsible for coordinating the outputs of all stakeholders in the implementation of the Zambia Qualifications Framework. To this end, the Authority implemented programmes and activities aimed at promoting the objectives of the Zambia Qualifications Framework. The Authority engaged various stakeholders such as professional bodies who included the Engineering Institution of Zambia, Zambia Institute of Chartered Accountants, Zambia Institute of Human Resources Management, Zambia Institute of Marketing and Zambia Institute of Advanced Legal Education. Further, ZAQA exhibited at public events such as the Lusaka Agriculture and Commercial Show, the Africa Public Service day and career guidance events organized by the Child Fund at the Evelyn Hone College and Kabitaka Sentinel. Sensitisation workshops for industry representatives and institutions of learning in Lusaka, Copperbelt and Southern Provinces were conducted to ensure that all stakeholders were aware of the services and mandate of the Authority. Despite these activities, it is clear that more stakeholder engagements need to be undertaken to popularise the Authority.



2.2.3 Promoting ZAQA Corporate Image

The Authority continued to run radio adverts on various media to enhance public awareness of the Authority's mandate and services.

2.2.4 Strategic Partnerships

During the year under review, the Authority agreed to collaborate with stakeholders in the education and training sector aimed at improving quality of outputs in the sector. Notably, ZAQA worked closely with TCZ, ECZ, HEA and TEVETA locally, and with SADC, COMESA, AQVN, GDN and UNESCO on the regional and international front. These partnerships have further enhanced acceptance of the Zambian Qualifications.

2.2.4.1 SADC TCCA

ZAQA is a member of the SADC Technical Committee on Certification and Accreditation (TCCA), which is a group of experts from the sixteen (16) SADC Member States given the task of implementing the SADC Qualifications Framework. The SADCQF is a reference framework consisting of ten (10) levels based on learning outcomes. The purpose of the SADCQF is to enable easier movement of learners and workers across the SADC region and internationally. The TCCA is implementing the SADCQF through Alignment of National Qualifications Frameworks, Quality Assurance and Verification of Qualifications across member states. The work of the TCCA is supported by the SADC Secretariat. From June 2017, Zambia supported the SADC Secretariat in servicing the work of the TCCA.

2.2.4.2 Africa Qualification Verification Network and SADC Qualification Verification Network

The AQVN is a network of qualification and education authorities in Africa working to promote genuine qualifications. The SADCQVN network has similar mandate to the AQVN except that the focus is on the SADC region. The Director and CEO of ZAQA was elected Chairperson of the AQVN and thus provides executive guidance to the network.

2.2.4.3 UNESCO Global Convention

The Director and CEO was appointed as an expert on the drafting committee of the UNESCO Global Convention for the Recognition of Higher Education Qualifications. The initial draft convention was approved at the 2017 UNESCO General Assembly.

2.3 Strategic Objective 3

To establish mechanisms for a centralized record of learner achievements in Zambia through the development and implementation of a Qualification Management Information System (QMIS).

ZAQA is mandated to maintain a database of learner achievements in Zambia. In this regard, the Authority engaged a consultant, Copperbelt University in 2017 to develop a database that will be used by the Authority to register all qualifications and capture all learner achievements in Zambia. The database will ease the process of validating all qualifications and present the Authority as a one-stop centre for all qualification matters. The QMIS is expected to go live in 2018.

3.0 CORPORATE SERVICES

The Corporate Services of the Authority comprise the following support functions: -

- i. Information Communications Technology;
- ii. Human Resources and Administration; and
- iii. Finance.

3.1 Information Communications Technology

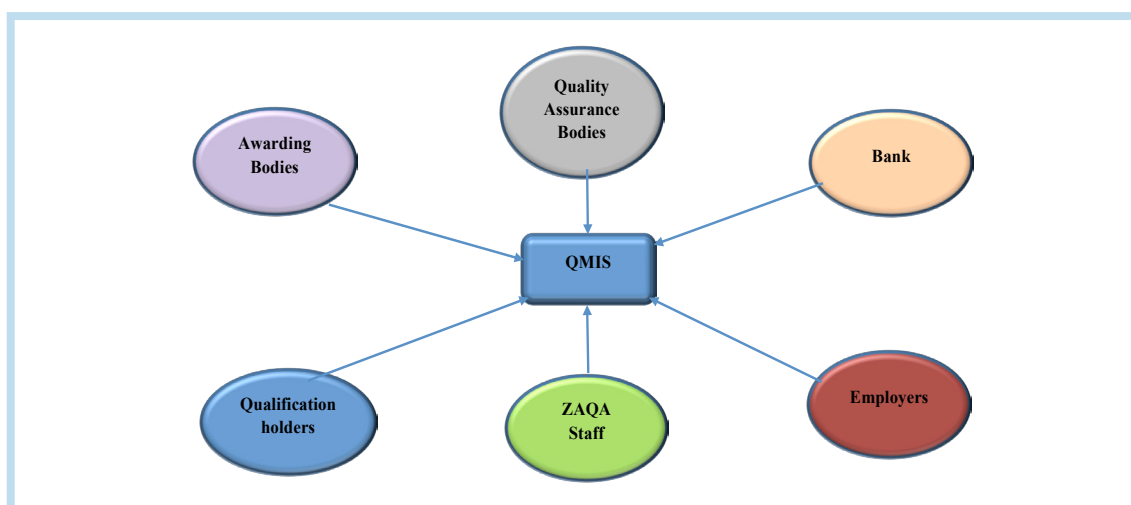
In 2017, the Authority recruited an Information Communications Technology Specialist to oversee the implementation of ICT resource requirements for the Authority. The following are the activities that took place under ICT: -

3.1.1 Development of the Qualifications Management Information System

The Authority, in line with Section 9 (1) (l) of the Zambia Qualifications Authority Act No. 13 of 2011 has the mandate to keep a database of learning achievements in Zambia.

In 2017, through a competitive procurement process, the Authority engaged the Copperbelt University to develop a Qualifications Management Information System (QMIS) to maintain the database of learner achievements. Further, the Copperbelt University, Rusangu University, University of Lusaka and University of Zambia agreed to be used during the pilot phase of the system. The Copperbelt University offered to host the system during the pilot stage to ensure that issues observed during this period were quickly resolved. Figure 3 gives an illustration of how the system will work where key stakeholder groups in qualifications will be identified through the QMIS. As earlier indicated, the QMIS is expected to go live in 2018.

Figure 3: QMIS Interfaces



3.1.2 Payroll implementation

In January 2017, the Authority acquired a Payroll System to manage the payroll processing given the increasing number of employees from eight (8) in 2016 to twelve (12) in 2017.

3.1.3 Internet Upgrade

In order to ensure system availability given the increase of demand on internet resources, the Authority upgraded internet bandwidth from 1Mbps to 2Mbps. A further upgrade bandwidth is expected in 2018 once the Qualifications Management Information System goes live, to cater for the increased traffic.

3.2 Human Resources and Administration

3.2.1 Staff establishment

The ZAQA Board, approved the organization structure and establishment for the Authority in May 2017. At the end of the year, 12 positions were filled from an establishment of 33 as shown below.

Figure 4: Staffing levels by Department

DIVISION	ESTABLISHMENT	FILLED POSITIONS	VACANT POSITIONS
Office of the Director	7	3	4
Technical Division	14	4	10
Corporate Services Division	12	5	7
Total	33	12	21

Though planned, the staff compliment could not be increased pending the approval of the SI to fully operationalise the ZQF, coupled with limited financial resources.

3.2.2 Labour Turnover

During the period under review, one (1) member of staff voluntarily separated with the Authority by way of resignation. The position was filled within the year under review.

3.2.3 Office Space

Due to increase in staff numbers and the need to further enhance visibility, the Authority moved to the ground floor of Finsbury Park. This also made the Authority easily accessible to differently abled customers.

3.2.4 Transport

The Authority procured two (2) motor vehicles in the year 2017 and continued to utilise two motor vehicles from the parent Ministry due to inadequate transport and limited financial resources.

3.3 Finance

The total approved budget for 2017 was ZMW14,701,775 with funding anticipated to be as indicated in figure 5: -

Figure 5: Budgeted and received income

Income	Budget (ZMW)	Actual (ZMW)	Variance (ZMW)
Government grant	6,054,075	6,486,389	432,314
ZAQA receipts	7,032,700	984,022	(6,048,678)
Donor funding	1,615,000	-	(1,615,000)
	14,701,775	7,470,410	7,231,364.00

Receipts from ZAQA services recorded a negative variance of 86% mainly because the Statutory Instrument to operationalise the registration and accreditation of qualifications had not been finalised. The anticipated donor funding was not actualised as the targeted donor was reviewing their strategic focus in Zambia. It must be noted that despite the low actualisation of receipts, the Authority undertook most of the planned activities within limited resources. Activities initiated but not concluded were mainly those that required the SI to be operational.

Expenditure for the year under review was ZMW7,102,103. The Authority also purchased property, plant and equipment amounting to ZMW1,665,844 in order to adequately cater for the increase in operational activities.

4.0 STATEMENT ON CORPORATE GOVERNANCE

ZAQA subscribes to the tenets of good corporate governance. The Authority has in place, a Board Charter that has among other provisions, terms of reference that guide the Board Members and Members of Committees of the Board to ensure that the decision-making process, governance and administration of the institution are in accordance with good corporate governance practices. In 2017, through the Institute of Directors, the Authority carried out a performance assessment of the Board and the Board Chairperson. Further, individual Board Members and the Director and CEO were assessed by the Board Chairperson. The outcome of the assessments were duly communicated to the Ministry of Higher Education.

The tenure of the ZAQA Board expired on 19th August 2017 and the Authority operated without a Board till the end of the year. Consequently, the Permanent Secretary- Ministry of Higher Education provided overall guidance to the Authority

The main focus for the Board in the year was largely as follows: -

- i. enhancing the visibility of the Authority;
- ii. approval of the Statutory Instrument
- iii. Board and Committee performance;
- iv. collaborations and strategic partnerships;
- v. development of the ZAQA Strategic Plan;
- vi. development of the Qualifications Management Information System;
- vii. organisation structure and staff establishment;
- viii. guidance to the executive team.

4.1 Meeting attendance

The attendance of meetings by the Board and Committee Members is shown in the table below: -

Name	Board Meetings		Committee Meetings	
	No. of meetings held	No. of meetings attended	No. of meetings held	No. of meetings attended
Ms Namucana C. Musiwa	3	3		
Prof. Charles Namafe	3	3	3	3
Mr. Owen Mugemezulu	3	3	7	6
Mrs. Chanda S. Nyonda	3	3	4	4
Mrs. Evelyn Muleya	3	3	4	4
Mr. Tom J. K Thewo	3	3	4	4
Mrs. Anne Malata Ononuju	3	1*		
Prof. Moses Musonda	3	3		
Mrs. Mutinta C. M. Chilala	3	3		
Mrs. Elly S. Mwale	3	3	3	3
Mr. Vengi Sinda	3	2		
Dr. Wala E.D Chabala			4	3*
Mr. Chresta Kaluba			4	3*
Mr. David Ndopu			4	1
Mrs. Jane Chinkusu			4	1
Mr. Orphan Hachinene			3	3
Mrs. Mary Nalumpa			3	3
Mrs. Prisca. C. Simukonda			3	2
Mrs. T. N Musakanya			3	1

- i. Mrs. Anne Malata Ononuju was only appointed during the year and attended the meeting she was eligible to attend;
- ii. In line with the approved Board Charter and to ensure wider stakeholder involvement, Mr. Ndopu and Mrs. Chinkusu from Ministry of Higher Education were replaced on the Finance, Administration and Human Resources Committee by Dr. Wala E.D Chabala and Mr. Chresta Kaluba who attended subsequent meetings.

5.0 FINANCIAL STATEMENTS

Directors' Report

The Directors have the pleasure in submitting their report on the operations of the Zambia Qualifications Authority covering the year to 31st December 2017.

1. Nature of Entity

The Zambia Qualifications Authority is a statutory body under the Ministry of Higher Education established by the Zambia Qualifications Authority Act No. 13 of 2011.

2. Principal Activities

The principal activities of the Authority are: -

- i. the development and implementation of a national qualifications framework;
- ii. registration and accreditation of qualifications;
- iii. provision of measures to ensure that standards and registered qualifications are internationally comparable; and
- iv. provision of services in matters connected with, or incidental to the foregoing.

3. Financial Results

	Year Ended 31 December 2017	Year Ended 31 December 2016
Income	7,470,410	5,202,045
Expenditure	(7,102,103)	(4,061,907)
Surplus for the Year	368,307	1,140,138

4. Property, Plant and Equipment

During the year under review, the Authority purchased property, plant and equipment amounting to ZMW1,665,844 (2016: ZMW601,899). In the opinion of the Directors, the fair values of the Fixed Assets are not less than the amounts at which they are included in the financial statements.

5. Number of Employees

The total remuneration paid was ZMW4,587,058 (2016: ZMW2,483,939) and the Authority had 12 (Twelve) employees at the close of the year under review (2016: 8)

6. Events Subsequent to the Year End

There have been no circumstances, facts or events of a significant or material nature impacting the business that have occurred between the period end and the date of this report.

Statement of Director's Responsibility and Approval of Financial Statements

Section 22 of the Zambia Qualifications Authority Act directs the directors as follows: -

- To cause to be kept proper books of account and other records relating to its accounts;
- The accounts of the Authority shall be audited annually by the Auditor-General or such independent auditors as the Auditor-General may approve;
- Prepare any such information as the Minister may require.

In preparing the financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements that are reasonable and prudent; and
- follow Generally Accepted Accounting Principles

The Directors are responsible for ensuring that the Authority keeps proper accounting records which disclose with reasonable accuracy at any time, the financial position of the Authority. They are also responsible for safeguarding the assets of the Authority and taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance of adequate accounting records and the preparation and integrity of the annual financial statements and related information. The independent external auditors, Messrs M. Sakala and Associates, have audited the financial statements and their report is shown on page 19 to 20.

The Directors are also responsible for the systems of internal control. These are designed to provide reasonable, but not absolute, assurance as to the reliability of the financial statements, and to adequately safeguard, verify and maintain accountability for assets, and to prevent and detect material misstatement. The systems are implemented and monitored by suitably trained personnel with an appropriate segregation of authority and duties. Nothing has come to the attention of the Directors to indicate that any material breakdown in the functioning of these controls, procedures and systems has occurred during the year under review.

In the opinion of the Directors, the financial statements are drawn up so as to present fairly, the financial activities of the Authority for the year ended 31 December 2017 and its financial position as at that date, and have been prepared in accordance with International Financial Reporting Standards and in the manner required by the Zambia Qualifications Authority



Permanent Secretary
Ministry of Higher Education
Date: 06 / 06 / 2018



Director and Chief Executive Officer
Zambia Qualifications Authority
Date: 06 / 06 / 2018



M Sakala + Associates
Chartered Accountants
No. 28 Plot 1789
Lubambe Road
P O Box 320180
Lusaka

Independent Auditors' Report

To the Directors of the Zambia Qualifications Authority

Opinion

We have audited the financial statements of the Zambia Qualifications Authority which comprise the Statement of Financial Position as at 31 December 2017, the Statements of Comprehensive Income, Changes in The Fund and Cash Flows for the year then ended, and the summary of significant accounting policies and other explanatory notes as set out on pages 25 to 31.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Authority as at 31 December 2017, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS for Small and Medium Sized Enterprises).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Auditors' Responsibility for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for

our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the 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 controls. 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.
- We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our unqualified audit opinion

Report on Other Legal and Regulatory Requirements

In our opinion, the financial statements of Zambia Qualifications Authority as at 31 December 2017, and its financial performance and its cash flows for the year then ended have been properly prepared in accordance with the International Financial Reporting Standards for Small and Medium-sized Entities. The accounting and other records have been kept in accordance with the requirements of the Zambia Qualifications Authority Act No. 13 of 2011.



M Sakala
Partner
Certificate No. AUD/F001510
M SAKALA & ASSOCIATES
Registered Auditors



Date: 13/ 06/ 2018

Statement of Comprehensive Income

	Note	2017 K	2016 K
Income	6	7,470,410	5,202,045
Technical Expenses	7	<u>(3,602,135)</u>	<u>(1,777,440)</u>
Surplus before Operating Expenses		3,686,275	3,424,605
Administrative Expenses	8	(501,630)	(281,135)
Operating Expenses	9	<u>(2,998,338)</u>	<u>(2,003,332)</u>
Deficit for the Period		368,307	1,140,138
Other Comprehensive Gains and Losses		<u>0</u>	<u>0</u>
Total Comprehensive Surplus attributable to the Authority		<u><u>368,307</u></u>	<u><u>1,140,138</u></u>

The significant accounting policies and the notes set out on page 23 – 29 form an integral part of these financial statements

Statement of Changes in the Fund

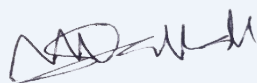
	Accumulated Fund K	Total K
At 1 November 2014	-	-
Comprehensive Income		
Deficit for the 14 month Period	(75,837)	(75,837)
Total Comprehensive Deficit for the 14 month Period	(75,837)	(75,837)
At 31 December 2015	(75,837)	(75,837)
At 1 January 2016	(75,837)	(75,837)
Comprehensive Incomes		
Surplus for the Year	1,140,137	1,140,137
Total Comprehensive Surplus for the Year	1,140,137	1,140,137
At 31 December 2016	1,064,300	1,064,300
At 1 January 2017	1,064,300	1,064,300
Comprehensive Income		
Surplus for the Year	368,307	368,307
Total Comprehensive Surplus for the Year	368,307	368,307
At 31 December 2017	1,432,607	1,432,607

The significant accounting policies and the notes set out on page 23 – 29 form an integral part of these financial statements

Statement of Financial Position


	Notes	2017 K	2016 K
Assets			
Non – Current Assets			
Property, Plant and Equipment	2	<u>1,732,878</u>	<u>514,175</u>
		<u>1,732,878</u>	<u>514,175</u>
Current Assets			
Trade and Other Receivables	3	82,729	71,004
GRZ Grant Receivable	3	-	379,506
Cash and Cash Equivalents	4	<u>1,647,419</u>	<u>963,057</u>
		<u>1,730,148</u>	<u>1,413,567</u>
Total Assets		<u>3,463,026</u>	<u>1,927,742</u>
Funds Employed and Liabilities			
Accumulated Fund			
		<u>1,432,607</u>	<u>1,064,300</u>
		<u>1,432,607</u>	<u>1,064,300</u>
Other Liabilities			
Capital Grant	10	<u>8,844</u>	-
		<u>8,844</u>	-
Current Liabilities			
Trade and Other Payables	5	<u>2,021,575</u>	<u>863,442</u>
		<u>2,021,575</u>	<u>863,442</u>
Total Equity and Liabilities		<u>3,463,026</u>	<u>1,927,742</u>

These financial statements were approved by the Board of Directors on 06 / 06 / 2018 and signed on its behalf by:



Permanent Secretary
Ministry of Higher Education

Date: 06 / 06 / 2018



Director and Chief Executive Officer
Zambia Qualifications Authority

Date: 06 / 06 / 2018

Statement of Cash Flows

	Notes	2017 K	2016 K
Operating Activities			
Operating Surplus		368,307	1,140,138
Items Not Involving Movement of Funds			
Depreciation	2	447,139	199,674
Adjustment for Changes in Working Capital			
Increase in Trade and Other Receivables	3	367,781	(379,973)
Increase in Trade and Other Payables	5	<u>1,166,978</u>	<u>546,450</u>
Cash Generated from Operating Activities		2,350,205	1,506,263
Net Cash Inflow from Operating Activities		<u>2,350,205</u>	<u>1,506,263</u>
Investing Activities			
Acquisition of Property, Plant and Equipment	2	<u>(1,665,843)</u>	<u>(601,899)</u>
Cash Outflows from Investing Activities		<u>(1,665,843)</u>	<u>(601,899)</u>
Net Change in Cash and Cash Equivalents		684,362	904,364
Cash and Cash Equivalents at the Beginning of the year		<u>963,057</u>	<u>58,693</u>
Cash and Cash Equivalents at the End of the year	4	<u>1,647,419</u>	<u>963,057</u>
Consisting of:			
Cash at Bank and in Hand	4	<u>1,647,419</u>	<u>963,057</u>

The significant accounting policies and the notes set out on pages 23 – 29 form an integral part of these financial statements

1. Significant Accounting Policies

a) Basis of Accounting and Preparation of the Financial Statements

The financial statements have been prepared in line with the requirements of the International Financial Reporting Standards for Small to Medium-sized Entities.

b) Income Recognition

Income represents the value of Government of the Republic of Zambia Grants appropriated to the Authority. Grant income from the Government is recognised in the income statement when there is evidence of entitlement to the funds, certainty that the Authority will receive the funds, and the value of the income can be measured. In this regard, the Authority recognises grant income if the budget has been approved. Grant income is recognised in the income statement over the period necessary to match it with the related costs that it is intended to compensate.

Income also includes the value of services rendered in respect of evaluation and verification of qualifications as well as interest earned on securities.

c) Property, Plant and Equipment

Property, plant and equipment are stated in the statement of financial position at cost or valuation less accumulated depreciation and any accumulated impairment losses. The cost of property, plant and equipment comprise of its purchase price and any cost directly attributable to bringing it into working condition for its intended use.

Depreciation is charged to write off the cost of property, plant and equipment over their estimated useful lives, on a straight line basis, at the following annual rates:

Fixtures and Fittings	25%
Motor Vehicles	25%
Office Equipment	25%
Computer Equipment	33%
Software	25%

d) Capital Grants

Grants related to assets are either offset against the carrying amount of the relevant asset or presented as deferred income in the statement of financial position. Surplus or deficit will be affected either by a reduced depreciation charge or by deferred income being recognised as income systematically over the useful life of the related asset.

e) Impairment of Assets

At each reporting date, property, plant and equipment are reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If there is an indication of possible impairment, the recoverable amount of any affected asset or group of assets, is estimated and compared with its carrying amount. If estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount and an impairment loss is recognised immediately in the statement of comprehensive income.

1. Significant Accounting Policies (continued)

If an impairment loss subsequently reverses, the carrying amount of the asset, or group of related assets, is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset or group of assets in prior years. A reversal of an impairment loss is recognised immediately in the statement of comprehensive income.

f) Income Tax

No Income Tax is applicable to the Authority as it was granted tax exempt status upon successful application to the office of the Commissioner General of the Zambia Revenue Authority.

Deferred Taxation

No Deferred Tax is provided for as the Authority is exempt from Income Tax.

g) Foreign Currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date.

Foreign exchange gains and losses arising from translations are included in other income or operating expenses in the period in which they occur.

2. Property, Plant and Equipment

	2017			2016		
	Cost/ Valuation	Accumulated Depreciation	Carrying Value	Cost / Valu- ation	Accumulated Depreciation	Carrying Value
	K	K	K	K	K	K
Computer Equipment	195,169	(129,878)	65,291	116,330	(64,822)	51,508
Motor Vehicles	1,229,400	(438,450)	790,950	524,400	(131,100)	393,300
Fixtures and Fittings	224,534	(98,404)	126,133	100,687	(42,270)	58,417
Office Equipment	74,396	(26,045)	48,351	18,395	(7,446)	10,949
Software	702,153	-	702,153	-	-	-
	<u>2,425,655</u>	<u>(692,777)</u>	<u>1,732,878</u>	<u>759,812</u>	<u>(245,638)</u>	<u>514,174</u>

The carrying values of Property, Plant and Equipment can be reconciled as follows: -

	Carrying value at the Beginning of the Year	Additions for the Year	Depreciation Charge for the Year	Depreciation on disposals	Depreciation/write back / adjustments	Carrying Value at End of Year
2017	K	K	K	K	K	K
Computer Equipment	51,508	78,839	(65,056)	-	-	65,291
Motor Vehicles	393,300	705,000	(307,350)	-	-	790,950
Fixtures and Fittings	58,417	123,850	(56,134)	-	-	126,133
Office Equipment	10,949	56,001	(18,599)	-	-	48,351
Software	-	702,153	-	-	-	702,153
	<u>514,174</u>	<u>1,665,843</u>	<u>(447,139)</u>	<u>-</u>	<u>-</u>	<u>1,732,878</u>
2016	Carrying value at the Beginning of the Year	Additions for the Year	Depreciation Charge for the Year	Depreciation on disposals	Depreciation/write back / adjustments	Carrying Value at End of Year
Computer Equipment	78,135	38,195	(64,822)	-	-	51,508
Motor Vehicles	-	524,400	(131,100)	-	-	393,300
Fixtures and Fittings	68,393	32,294	(42,270)	-	-	58,417
Office Equipment	11,385	7,010	(7,446)	-	-	10,949
Software	-	-	-	-	-	-
	<u>157,913</u>	<u>601,899</u>	<u>(245,638)</u>	<u>-</u>	<u>-</u>	<u>514,174</u>

	2017	2016
	K	K
3. Trade and other Receivables		
Prepayments	82,729	71,004
Government Grant	<u>-</u>	<u>379,506</u>
	<u>82,729</u>	<u>450,510</u>
4. Cash and Cash Equivalents		
Cash in Hand	1,729	1,718
Investgo Card	7,000	
Fixed Deposit	884,094	554,883
Cash at Bank	<u>754,596</u>	<u>406,456</u>
	<u>1,647,419</u>	<u>963,057</u>
5. Trade and other payables		
Statutory Payments	160,001	66,048
Staff Payables	1,362,336	729,467
Other Payables	<u>499,238</u>	<u>67,927</u>
	<u>2,021,575</u>	<u>863,442</u>
6. Income		
GRZ Revenue Grant	6,486,389	4,636,084
Evaluation and Verification Fees	772,955	551,081
Accreditation Fees	105,000	-
Interest on Fist Deposit	100,710	14,883
Capital Grant Amortisation	4,356	-
Sundry Income	<u>1,000</u>	<u>-</u>
	<u>7,470,410</u>	<u>5,202,045</u>

	2017	2016
	K	K
7. Technical Expenses		
Direct Salaries & Related Expenses	2,589,336	1,151,930
Accreditation of Qualifications	9,847	-
Motor Vehicle Expenses	77,128	79,822
Advertising and Promotion	155,274	143,019
Information Technology Expenses	96,161	37,764
Evaluation and Verification Expenses	43,386	10,681
Qualification Network Meetings / Conferences	307,185	135,213
Developing Technical Documents	33,122	120,054
Sensitisation Workshops	285,462	98,957
Collaborative Meetings	5,234	-
Qualification Management Information System	<u>-</u>	<u>-</u>
	<u>3,602,135</u>	<u>1,777,440</u>
8. Administrative Expenses		
Rent	367,198	223,536
General Expenses	20,429	20,688
Cleaning	18,452	10,479
Office Refreshments	8,334	8,648
Newspapers & Periodicals	2,600	8,410
Electricity & Water	7,553	3,715
Insurance – Furniture	4,317	1,365
Building Repairs	46,033	-
Bank Charges	<u>26,714</u>	<u>4,294</u>
	<u>501,630</u>	<u>281,136</u>

	2017	2016
	K	K
9. Operating Expenses		
Staff Salaries & Related Costs	1,997,722	1,332,009
Board of Directors & Related Expenses	230,046	241,125
Depreciation	447,139	199,648
Printing & Stationery	61,183	90,668
Accounting Fees	-	22,985
Professional Fees	57,768	48,140
Procurement Expenses	53,337	20,380
Communication Expenses	36,275	18,347
Recruitment Expenses	54,868	18,030
Strategic Plan & AWPB Development	<u>60,000</u>	<u>12,000</u>
	<u><u>2,998,338</u></u>	<u><u>2,003,332</u></u>
10. Capital Grant		
Opening Balance	-	-
Received During the Year	13,200	-
Amortised	<u>4,356</u>	<u>-</u>
Balance at End of Year	<u><u>8,844</u></u>	<u><u>-</u></u>

11. Risk Management

Capital Risk Management

The Authority's objectives when managing funds is to safeguard its ability to continue as a going concern in order to assure the attainment of its mission.

The capital structure of the Authority consists of cash, cash equivalents and accumulated fund.

Financial Risk Management

The ultimate responsibility for managing financial risk rests with the directors. The key financial risk for the organisation is liquidity. The organisation manages the risk against its liquidity by managing and monitoring relationships with suppliers and continuously monitoring forecasts and actual cash flows and matching maturity profiles of financial assets and liabilities.

Liquidity Risk

The risk to liquidity may arise from non-availability of funds to cover future commitments. The organisation manages liquidity risk through an ongoing review of future commitments and credit facilities.

	On Demand
At 31 December 2017	
Trade and Other Receivables	82,729
Cash and Cash Equivalents	1,647,419
Trade and Other Payables	<u>(2,021,575)</u>
	<u><u>(291,427)</u></u>
At 31 December 2016	
Trade and Other Receivables	71,004
GRZ Grant Receivable	379,506
Cash and Cash Equivalents	963,057
Trade and Other Payables	<u>(863,442)</u>
	<u><u>(550,125)</u></u>

Fair value

All assets and liabilities have fair values similar to the carrying amounts due to their short term nature.

12. Capital commitments

There were no capital commitments as at 31 December 2017 (2016: Nil).

13. Contingent liabilities

There were no known contingent liabilities at 31 December 2017 (2016: Nil).

14. Subsequent events

There were no known subsequent events post 31 December 2017 (2016: Nil).

