

# ANNUAL REPORT 2020









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M Sakala & Associates  
Chartered Accountants  
No. 28 Plot 1789, Lubambe Road,  
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Lusaka, Zambia



## ACRONYMS AND ABBREVIATIONS

<b>ACCA</b>	Association of Chartered Certified Accountants
<b>ACQF</b>	Africa Continental Qualifications Framework
<b>AGM</b>	Annual General Meeting
<b>AQVN</b>	African Qualifications Verification Network
<b>CATS</b>	Credit Accumulation and Transfer System
<b>CBU</b>	Copperbelt University
<b>ECZ</b>	Examinations Council of Zambia
<b>ICT</b>	Information Communication Technology
<b>MDD</b>	Management Development Division
<b>NIPA</b>	National Institute of Public Administration
<b>NOKUT</b>	Norwegian Agency for Quality Assurance in Education
<b>NOS</b>	National Occupational Standards
<b>QMIS</b>	Qualifications Management Information System
<b>QQI</b>	Quality and Qualifications Ireland
<b>RPL</b>	Recognition of Prior Learning
<b>SADC</b>	Southern African Development Community
<b>SADCQF</b>	Southern African Development Community Qualifications Framework
<b>SI</b>	Statutory Instrument
<b>TEVETA</b>	Technical Education, Vocational and Entrepreneurship Training Authority
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UQP</b>	UNESCO Qualifications Passport
<b>ZAQA</b>	Zambia Qualifications Authority
<b>ZQF</b>	Zambia Qualifications Framework



**PICTURES OF SOME ACTIVITIES CONDUCTED DURING THE YEAR**



*The Minister of Higher Education, Hon. Dr. Brian Mushimba, the Permanent Secretary (MoHE), Mrs. Kayula Siame and ZAQA CEO, Mrs. Mirriam Chiyaba during the launch of the QMIS at Finsbury Park, Lusaka*



*ZAQA's Standards Setting Manager, Mr. Fidelis Cheelo handing over NOS books in Agriculture and Aquaculture sectors to representatives of the Chipata District Farmers Association.*



*Irish Ambassador to Zambia, Mr. Seamus O'Grady, Permanent Secretary (MOHE), Mrs. Kayula Siame and ZAQA CEO, Mrs. Mirriam Chiyaba at the launch of National Occupational Standards*



*His Worship the Mayor of the City of Kitwe, Mr. Christopher Kang'ombe, gives opening remarks at the NOS Validation Workshop for the Construction Sector in Kitwe*



*ZAQA Board members with ZAQA Management team at the Board Induction Workshop held at the Radisson Blu Hotel*



*ZAQA Staff at the Annual Team Building event*





**VISION**

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

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**MISSION**

To ensure local and international recognition of qualifications.







## CORE VALUES



### Professionalism

We exhibit competence, commitment, good judgment, 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 that is beyond reproach

### Transparency

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

### 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

### Excellence


We provide superior and meritorious services beyond our clients' expectations

### Confidentiality

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



you learn, we standardize

  
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ZAQA2016



The Authority operated without a duly appointed Board until August 2020 when the Minister of Higher Education, Hon. Dr. Brian Mushimba, appointed the Board of Directors of the Zambia Qualifications Authority.

## GOVERNANCE



*Mrs. Ann Malata Ononuju*  
*Board Chairperson*  
*Zambia Institute of Advanced Legal Education*



*Dr. John Chileshe*  
*Vice Chairperson*  
*Civil Society Organisation*



*Mrs. Kayula Siame*  
*Member*  
*Ministry of Higher Education*



*Mr. Fredrick Mwila*  
*Member*  
*Ministry of Health*



*Mrs. Jaqueline C.M. Chikwama*  
*Member*  
*Zambia Institute of*  
*Human Resource Management*



*Dr. Tamala T. Kambikambi*  
*Member*  
*Public Universities*



*Mr. Bonna Kashinga*  
*Member*  
*Zambia Institute of Chartered*  
*Accountants*



*Prof. Kasonde Bowa*  
*Member*  
*Private Universities*



*Mr. William Ngoma*  
*Member*  
*Zambia Air Services*  
*Training Institute*



*Mrs. Vivien M.C. Ndhlovu*  
*Member*  
*Ministry of Labour*



*Mr. Louis Mwansa*  
*Member*  
*Ministry of General*  
*Education*





## EXECUTIVE MANAGEMENT



*Mrs. Mirriam M.A Chiyaba*  
*Chief Executive Officer*



*Mrs. Mercy M. Ngoma*  
*Director - Corporate Services*



*Mr. Modest Hamalabbi*  
*Director - Technical Services*





## TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS .....	ii
PICTURES OF SOME ACTIVITIES CONDUCTED DURING THE YEAR .....	iii
GOVERNANCE .....	iv
CHAIRPERSON'S FOREWORD .....	x
CHIEF EXECUTIVE OFFICER'S REPORT .....	xi
<b>1.0 INTRODUCTION .....</b>	<b>1</b>
1.1 Mandate .....	1
<b>2.0 OPERATIONAL REVIEW FOR THE YEAR 2020 .....</b>	<b>3</b>
2.1 STRATEGIC OBJECTIVE 1: TO IMPROVE MANAGEMENT OF THE QUALIFICATIONS FRAMEWORK.....	3
2.1.1 Enhance the recognition of Zambian Qualifications .....	3
2.1.2 Intended results 1: Increased accreditation of qualifications .....	5
2.1.3 Intended results 2: Increased validation and evaluation of qualifications .....	6
2.1.4 Intended results 3: Increased compliance to set standards .....	8
2.2 STRATEGIC OBJECTIVE II: ENHANCE STAKEHOLDER COLLABORATION .....	10
2.2.1 Intended Result 1: Increased stakeholder support .....	10
2.3 STRATEGIC OBJECTIVE III: IMPROVE HUMAN RESOURCES .....	11
2.3.1 Intended Result I: Improve Performance .....	11
2.4 STRATEGIC OBJECTIVE IV: ENHANCE MANAGEMENT SYSTEMS .....	12
2.5 STRATEGIC OBJECTIVE V: IMPROVE THE SOURCES AND MANAGEMENT OF FINANCIAL RESOURCES .....	13
2.5.1 Intended Result I: Improved accountability .....	13
STRATEGIC OBJECTIVE VI: IMPROVE INSTITUTIONAL INFRASTRUCTURE .....	13
<b>3.0 CORPORATE AND SUPPORT SERVICES .....</b>	<b>22</b>
3.1 INFORMATION COMMUNICATIONS TECHNOLOGY .....	22
3.2 HUMAN RESOURCES AND ADMINISTRATION .....	23
3.3 BOARD AND BOARD PERFORMANCE .....	24
3.3 FINANCE .....	26
3.3.1 Budget Performance .....	26
3.3.1 Financial Performance .....	27
<b>4.0 FINANCIAL STATEMENTS .....</b>	<b>28</b>



## CHAIRPERSON'S FOREWORD



It is my sincere pleasure to present the Annual Report of the Zambia Qualifications Authority for the year 2020.

During 2020, the Authority remained committed to the fiduciary management of resources and ensuring value for money on all its transactions. It operated in line with Government Policy for grant aided institutions, in line with the guidance from the Ministry of Finance through the Public Finance Management Act No. 1 of 2018.

The ZAQA Board was inaugurated in August 2020 to provide strategic direction to the Authority as it enhanced its pivotal role of implementing the national qualifications framework through the registration and accreditation of qualifications as well as the validation and evaluation of qualifications within the framework of the ZAQA Act No. 13 of 2011, ZAQA Strategic Plan 2019 to 2021 and the 2020 Annual Work Plan and Budget. Further, the operations of the Authority were guided by Statutory Instrument No. 4 of 2018 on the

Accreditation, Validation and Evaluation of Qualifications.

The Authority continued to enjoy cordial working relations with local and international counterparts and benefited from some engagements in the year through staff development programmes and technical assistance on the implementation of the national qualifications framework. Some of the cooperating partners engaged in the year included the Embassy of Ireland in Zambia, Quality Qualifications Ireland (QQI), South African Qualifications Authority (SAQA), National Academic Recognition Information Centre (NARIC), Southern Africa Development Community (SADC), Africa Qualifications Verification Network (AQVN) and the Norwegian Agency for Quality Assurance in Education (NOKUT)

During the year, the Authority received overwhelming support from the parent ministry, the Ministry of Higher Education. The Ministry provided unwavering cooperation, guidance and support, without which we could not have implemented some activities, in the manner that we did.

A number of challenges were encountered in the year which hindered the Authority from achieving some of the objectives as espoused in the Strategic Plan. The outbreak of the COVID 19 virus exacerbated the situation as some activities had to be halted or cancelled.

I now invite you to read through our Annual Report which is very elaborate and hope that you will find the information useful and informative.

Ann Malata Ononuju (Mrs)  
**Board Chairperson**



## CHIEF EXECUTIVE OFFICER'S REPORT



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 ZAQA are outlined in the ZAQA Act No. 13 of 2011. ZAQA is also guided by Statutory Instrument (SI) No. 4 of 2018 on Accreditation, Validation and Evaluation of Qualifications.

### Operational Overview

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 (ZQF). A total of 46 qualifications were accredited in 2020 bringing the cumulative number to 144.

The Authority recognises 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.

During the year, the Authority continued with the review of the ZAQA Act and the Zambia Qualifications Framework in order to keep it current and ensure that the Zambian Qualifications remain internationally comparable.

Further, the Authority continued to validate qualifications for authenticity. During the year under review, the Authority verified 2,170 qualifications out of which 44 (2.03%) were found to be misrepresented.

The Authority recorded two separations in the year under review and two recruitments. The total staff complement at the end of the year was twenty-two (22) out of a revised establishment of thirty-two (32).

### Corporate Governance

For part of the year to August 2020, the Authority operated without a duly appointed Board. The Ministry of Higher Education, through the Permanent Secretary constituted special committees to provide governance oversight and support to the Authority. In August 2020, the Minister of Higher Education appointed the ZAQA Board in line with Section 10 of the ZAQA Act.

### Financial Performance

A total revenue of ZMW 12,820,765 was received in the period under review with 85% being Government Grant. The Authority did not receive the planned donor support towards income as cooperating partners were affected by the outbreak of the COVID 19 Pandemic. Some activities such as exchange visits and other face to face interactions had to be rescheduled or cancelled. The Authority recorded an operating deficit of ZMW4,071,695 in the year under review.





*Board members and ZAQA Staff end of year engagement*



*ZAQA Staff celebrating Independence day*



## 1.0 INTRODUCTION

### 1.1 Mandate

The mandate of the Zambia Qualifications Authority in line with the Zambia Qualifications Authority Act No. 13 of 2011 is to develop and implement a national qualifications framework. Specific functions of the Authority among others are as follows: -

- (a) develop and implement policy and criteria, after consultation with the appropriate authority, for the development, accreditation and publication of qualifications and part- qualifications;
- (b) accredit a qualification or part-qualification recommended by an appropriate authority if it meets the relevant criteria;
- (c) develop policy and criteria after consultation with the appropriate authorities for assessment, recognition of prior learning and credit accumulation and transfer;
- (d) develop the content of level descriptors for each level of the Framework and reach agreement on the content with the appropriate authorities;
- (e) publish the agreed level descriptors in the Gazette and ensure that the levels remain current and appropriate;
- (f) ensure that standards and accredited qualifications are internationally comparable;
- (g) determine national standards for any occupation;
- (h) recognise and validate competencies for purposes of certification obtained outside the formal education and training systems;
- (i) recognise and validate competencies for purposes of certification obtained outside the country;
- (j) collaborate with its international counterparts on all matters of mutual interest concerning qualification frameworks;
- (k) keep a database of learning achievements in Zambia;
- (l) advise the Minister on matters pertaining to the Framework; and
- (m) do all such things as are necessary or conducive for the achievement of the purposes of this Act.

The Authority is also guided by the Zambia Qualifications (Accreditation, Validation and Evaluation of Qualifications) Regulations, 2018





## PICTURES OF SOME ACTIVITIES CONDUCTED DURING THE YEAR



*Experts at the NOS Consultative workshop for the Construction Sector in Kitwe*



*The Permanent Secretary in the Ministry of Higher Education giving opening remarks at the consultative meeting for the review of the ZAQA Act and ZQF held on the Copperbelt*



*ZAQA donated used cardboard and paper to Apters Zambia at the University Teaching Hospital (UTH) in Lusaka*



*Some of the measures put in place to curb the spread of the COVID-19 pandemic*



*ZAQA Women during the International Women's week whose theme was, "Generation Equality: Realising Women's Rights"*



*The ZAQA CEO Mrs. Mirriam M.A Chiyaba speaking at the launch of the NOS in Tourism, Agriculture and Aquaculture sectors in Lusaka*



## 2.0 OPERATIONAL REVIEW FOR THE YEAR 2020

The Authority continued to implement its Strategic Plan 2019 to 2021. In this regard, the strategic objectives as espoused in the Strategic Plan guided the Authority's activities in 2020. The achievements recorded under each objective are as shown below:

### 2.1 STRATEGIC OBJECTIVE 1: TO IMPROVE MANAGEMENT OF THE QUALIFICATIONS FRAMEWORK

Under the Qualifications Accreditation and Validation Excellence Strategic Theme, ZAQA committed to improving the management of the Qualifications Framework in the 2019 to 2021 Strategic Plan. The Strategic Theme is aimed at strengthening the mechanism for accreditation and validation of qualifications thereby increasing the recognition of Zambian qualifications. Further, it is envisaged that during the period covered by the Strategic Plan, the Authority will increase accreditation of qualifications, increase validation of qualifications and improve set standards. During the year 2020, the Authority planned a number of activities that were aimed at achieving the intended objectives.

#### 2.1.1 Enhance the recognition of Zambian Qualifications

##### 2.1.1.1 Revised Addis Convention on the Recognition of Studies, Certificates, Diplomas, Degrees and Other Academic Qualifications in Higher Education in African States 2014

The Revised Convention entered into force in November 2019 following the ratification by eleven (11) African States. Despite being a strong advocate for the Convention, Zambia was yet to ratify the same. Cabinet approved the ratifications which now awaits Parliament's assent.

Among other provisions, the Revised Convention provides for the recognition of qualifications held by refugees and other displaced persons.

##### 2.1.1.2 UNESCO Qualifications Passport (UQP)

The Authority continued to work with UNESCO and other partners in the implementation of the UQP Project.

Due to COVID 19, no credential evaluation and substantiation of qualifications for Refugees and Displaced Individuals was conducted. The methodology involves face to face interviews with the potential candidates to substantiate the missing documentation. Nevertheless, during this period UNESCO arranged for a further training of the four (4) ZAQA Credential Evaluators by the Norwegian Agency for Quality Assurance in Education (NOKUT). In addition, UNESCO donated equipment to help the Authority manage online meetings.

##### 2.1.1.3 UNESCO Workshop on Quality Education in Higher Education in Africa, Dakar - Senegal

UNESCO organised a workshop for the implementation of Component 3 of the UNESCO/Shenzhen Funds-In-Trust (FIT) Project on Strengthening Networking in Quality Assurance in Africa and Development of Continental Tools for Mutual Recognition of Qualifications. The Chief Executive Officer presented on "Trends in recognition of qualifications and linkage of quality assurance to recognition of qualifications." Lessons were shared with implementing agencies and continue to be used by the Authority in improving recognition processes.



### 2.1.1.4 Review of the Zambia Qualifications Framework and Level Descriptors

In view of the need to keep the Zambia Qualifications Framework current and comparable to international standards, the Authority received principle approval from Cabinet in May 2020 to proceed with the review of the ZQF and Level Descriptors. The Authority worked with key stakeholders in this process. This included facilitating the holding of meetings of the Technical Working Group Committee on the Review of the Zambia Qualifications Framework and its Level Descriptors. Arising from the stakeholder engagements, the Authority has proposed a cyclic qualifications framework and also revised the level descriptors. The revised framework proposes the following among others: -

- i) Introduction of A Levels on the Framework and as an entry requirement to universities;
- ii) Changing the schooling system from the current 7-2-3 to 6-4-2 meaning Primary Education will take 6 years, Secondary School Ordinary Level Qualification will take 4 years and Advanced Level will take 2 years.

The revised Framework was yet to be approved by Cabinet as at end of the year.

#### Current ZQF

## Zambia Qualifications Framework

ZQF Level	General Education		Trades and Occupations	Higher Education
10				Doctorate Degree
9				Master's Degree
8				Post -Graduate Diploma
7				Bachelor's Degree (Honours)
6				Bachelor's Degree (Ordinary)
5			Diploma	
4			Level 5 Certificate	
3			Level 4 Certificate	
2	B	Senior Secondary Education Certificate (Grade 12)	Level 3 Certificate	
1	A	Junior Secondary Education Certificate (Grade 9)		
		Primary Education Certificate (Grade 7)		
<b>Quality Assurance</b>	Quality Assurance Bodies established by Acts of Parliament in Zambia			
<b>Qualifications</b>	The Zambia Qualifications Authority (ZAQA Act No.13 of 2011)			

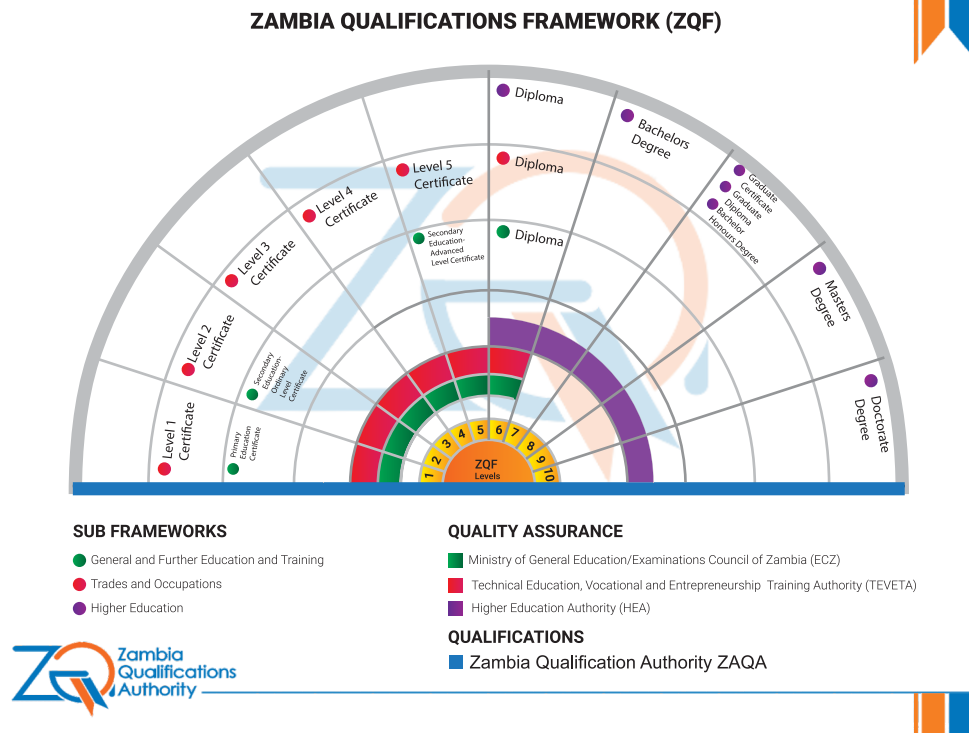


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## Proposed Revised ZQF



### 2.1.1.5 Other Qualification Framework Engagements

Other engagements on the Qualifications Framework were as follows:

- i) The Authority engaged the South African Qualifications Authority (SAQA), Quality Qualifications Ireland (QQI), NARIC and the Norwegian Agency for Quality Assurance in Education (NOKUT) to provide input on the review of the ZQF. Valuable input was received and incorporated in the review of the Framework;
- ii) ZAQA engaged with the African Union on the peer learning with respect to the development of the African Continental Qualifications Framework (ACQF). The CEO made a presentation on the Zambia Qualifications Framework.
- iii) ZAQA also attended the SADC TCCA meeting held virtually where ZAQA continued to coordinate the advocacy and communications for implementation focus area of the SADCQF. To this end, the Authority participated in the TCCA EXCO Meeting and other SADC engagements

### 2.1.2 Intended results 1: Increased accreditation of qualifications

During the year 2020, the Authority received eighty-six (86) qualifications for registration and accreditation on the Zambia Qualifications Framework. A total of forty-six (46) qualifications were registered and accredited in the year 2020, bringing the total of qualifications registered and accredited on the ZQF to 144. There were three (3) qualifications pending registration and accreditation at the end of the year.



**Table 1: Number of Qualifications Received and Accredited in 2020**

	2019	2020
Qualifications Brought Forward from previous year	23	3
Qualifications Received	34	86
Qualifications Accredited	48	46
Qualifications Not Accredited	6	40
Pending Accreditation as at 31 December	3	3

**2.1.2.1 Challenges in accrediting Qualifications**

The Authority did not accredit and register the targeted 680 qualifications because Appropriate Authorities did not submit qualifications as anticipated. The operations of the Appropriate Authorities were affected by the COVID-19 pandemic.

**2.1.2.2 Strategies to Address the Challenge identified above**

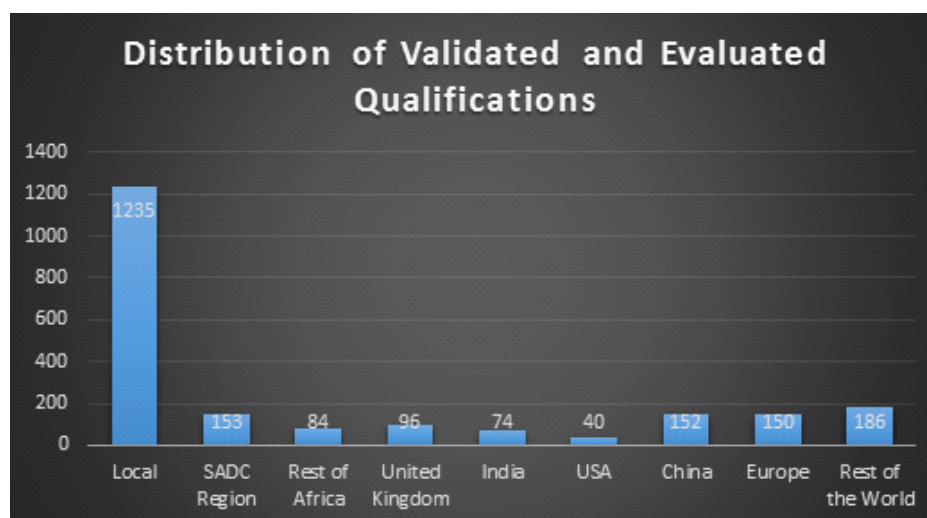
The following strategies were put in place in order to address the challenge identified above:

- I) Holding of sensitisation meetings with Appropriate Authorities to remind them of the need to submit qualifications for registration and accreditation on the ZQF and implications of offering qualifications not registered and accredited on the ZQF;
- ii) In addition, the Authority was receiving support from the Ministry of Higher Education in reminding Awarding Bodies on the need to have their qualifications submitted for registration and accreditation on the ZQF.

**2.1.3 Intended results 2: Increased validation and evaluation of qualifications**

In the year 2020, the Authority received a total of 1,995 applications for validation and evaluation of qualifications. A total of 2,170 validations and evaluation were completed in the year. The validated and evaluated qualifications were distributed as shown in Figure 1.

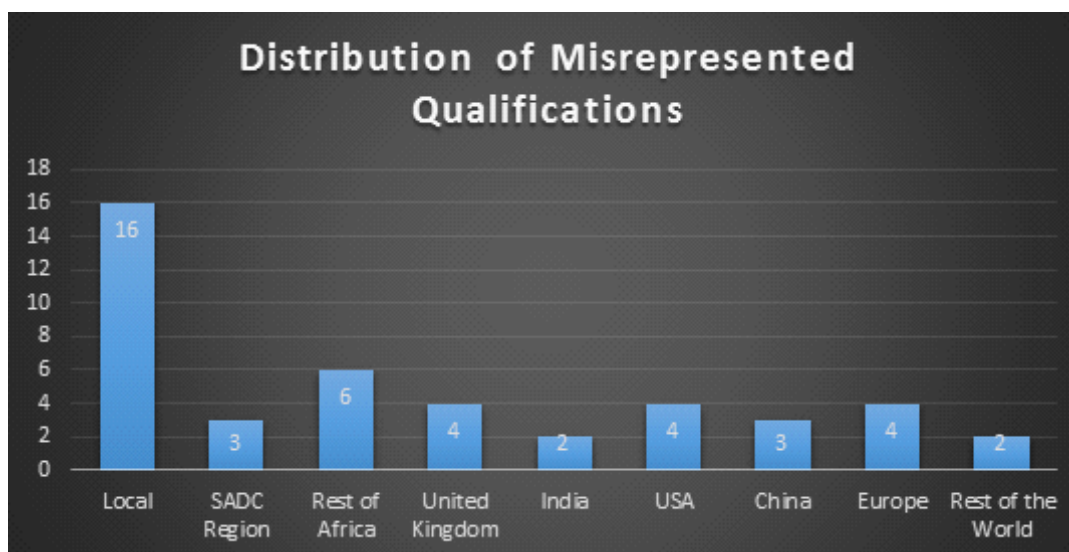
**Figure 1: Distribution of validated and evaluated qualifications**





The Authority recorded a total of 44 misrepresented qualifications in the year representing 2.03% of validated and evaluated qualifications. The misrepresented qualifications were distributed as follows:

**Figure 2: Distribution of misrepresented qualifications**



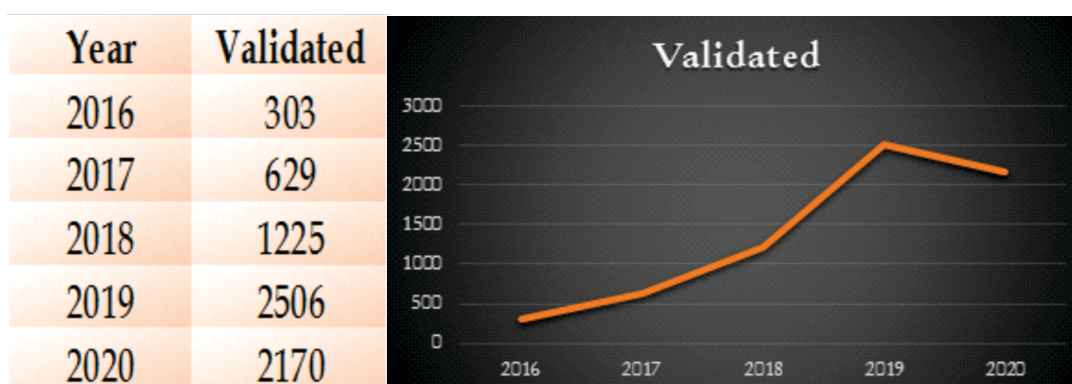
The distribution of received, validated and evaluated, as well as pending qualifications is as represented in Table 2.

**Table 2: Reconciliation of qualifications received for Verification and Evaluation**

	2019	2020
Qualifications Brought Forward from previous year	416	813
Qualifications Received	2,959	1,995
Qualifications verified & evaluated	2,506	2,170
Qualifications misrepresented	56	44
Pending as at 31 December	813	638

The trend in the validation of qualifications from 2016 is indicated in figure 4: -

**Figure 3: Validated qualifications in the last five (5) years**





### **2.1.3.1 Challenges in the validation and evaluation of Qualifications**

The main challenge encountered in the validation and evaluation of qualifications during the year under review was the delays in the confirmation of qualifications from awarding bodies for various reasons including the COVID-19 pandemic as well as language barriers. This contributed to the low number of qualifications validated and evaluated during the year.

### **2.1.3.2 Strategies to Address the Challenges**

The following strategies were put in place to address the challenges identified in the validation of qualifications: -

- i) Targeted sensitisation of local awarding bodies on the importance of validation of qualifications and the need to respond promptly to validation requests by the Authority;
- ii) Continued collaborating with Embassies and Qualification Agencies to facilitate the validation of qualifications from foreign countries.

### **2.1.4 Intended results 3: Increased compliance to set standards**

During the year under review, the Authority conducted a number of activities aimed at increasing compliance to set standards.

#### **2.1.4.1 National Occupational Standards (NOS) Development**

The occupational standards are primarily aimed at ensuring that the outcome from the education system respond to Industry needs. The Authority, on 8th October 2020, launched a total of twelve (12) National Occupational Standards under the Tourism and Agriculture/Aquaculture sectors (6 per sector). The launched NOS for the Tourism sector are: Tour Guide, Front Office Manager, Front Office Assistant, Executive Chef, and Sous Chef and Chef-De-Parties. Further, the launched NOS for Agriculture/Aquaculture are: Senior Agriculture Officer, Agriculture Extension Officer, Fisheries Extension Assistant, Aquaculture Farmer, Aquaculture Technician, and Fish Seed Grower.

#### **2.1.4.2 Development of Guidelines for Credit Accumulation and Transfer System (CATS)**

During the year under review, the Authority finalised the development of the Guidelines on Credit Accumulation and Transfer Systems (CATS). The implementation of the developed CATS was pending approval of the revised ZQF by Cabinet as at end of the year.

#### **2.1.4.3 Review of the ZAQA Act No. 13 of 2011**

The Authority continued with the review of the ZAQA Act No. 13 of 2011. Cabinet gave approval in principle to commence the review of the Act in July 2020. During the year, the Authority facilitated the meetings of the Technical Working Group Committee on the Review of the ZAQA Act. The output of the meetings was the draft amended Act which was submitted to the Ministry of Justice for drafting of the legislative bill.



#### **2.1.4.4 Quality Assurance**

The Authority undertook quality assurance compliance audits of the National Institute of Public Administration (NIPA) Ndola Campus; Zambia Institute of Chartered Accountants (ZICA); Zambia Institute of Marketing (ZIM); and Zambia Institute of Tourism and Hospitality Studies (ZITHS). All the four institutions were found to be generally compliant with the ZAQA standards.

#### **2.1.4.5 Challenges Encountered during the year under Review**

The following were the challenges encountered during the period under review:

- i) The Authority was unable to invite many stakeholders to the NOS development meetings as a result of the measures put in place by Government to try and contain the spread of the COVID-19;
- ii) Reluctance among key sector players to participate in the NOS development process leading to low stakeholder participation;
- iii) Some experts, demonstrated some levels of unfamiliarity with some of the technical content in the draft NOS and the NOS development process;
- iv) The Authority was unable to conduct all the planned Compliance Audits and the RPL Monitoring visits as a result of the measures put in place by Government to try and contain the spread of the COVID-19.

#### **2.1.4.6 Strategies to Address the Challenges**

The following strategies were put in place to address challenges identified:

- i) Engaging stakeholders to comment and validate the NOS via online platforms;
- ii) The Authority continued emphasising on the nomination and appointment of competent NOSDT members with relevant qualifications, experience and expertise to be able to carry out the drafting of NOS for the identified occupations from scratch;
- iii) To mitigate the effects of COVID-19, the Authority used online self-evaluation tools developed to conduct compliance audits and monitoring activities.

## **2.2 STRATEGIC OBJECTIVE II: ENHANCE STAKEHOLDER COLLABORATION**

Under this Strategic objective, it is expected that the Authority will put in place mechanisms that will increase stakeholder support which will be evidenced through increased financial and technical support.

### **2.2.1 Intended Result 1: Increased stakeholder support**

In an effort to increase stakeholder support and improve the visibility of the Authority, with the support of the Embassy of Ireland in Zambia, the Authority undertook a number of stakeholder engagements as follows:



### 2.2.1.1 Provincial Sensitisations

The Authority held provincial sensitisations in the following provinces:

**i) Central Province**

Sensitisation was conducted in Kabwe from 14th to 18th September 2020. A one-day workshop was held at the Urban Bliss Hotel and was officiated by His Worship, the Mayor of Kabwe, Mr. Prince Chileshe. Sensitisation of targeted institutions in Kabwe was also conducted.

**ii) Copperbelt Province**

Sensitisation was conducted in Ndola from 19th to 22nd October 2020. A one-day workshop was held at Urban Hotel and His Worship, the Mayor of Ndola, Mr. Amon Chisenga, officiated at the event. Further, sensitisation of targeted institutions on the Copperbelt was conducted.

**iii) Eastern province**

ZAQA conducted provincial sensitisation in the Eastern Province of Zambia from 10th to 13th November 2020. A sensitisation workshop was held at Crystal Springs Hotel in Chipata and His Worship, the Mayor of Chipata, Mr. Sinoya Mwale officiated at the event. The Authority also conducted sensitisation of targeted institutions in the Province.

**iv) Lusaka Province**

The Authority held a breakfast sensitisation meeting on the role of ZAQA and update on activities at the Radisson Blu Hotel in Lusaka, on Thursday 10th December 2020. The event was attended by Members of Parliament representing the Committee on Education, Science and Technology.

### 2.2.1.2 Communication Strategy

With the help of Ministry of Information and Broadcasting Services (MIBS), the Authority commenced the development of a Communication Strategy. The draft Communication Strategy was undergoing review at the close of the year.

### 2.2.1.3 Other Stakeholder Engagements

Further, the following were conducted in the year in order to increase stakeholder support and improve the visibility of the Authority:

**i) Branding**

ZAQA branded various items including diaries, water bottles, reusable bags and face masks for distribution to raise the ZAQA brand.

**ii) Social Media**

The following were the Social media statistics at the end of the year:



**Table 3: Social Media statistics**

Platform	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>Twitter</b>	216 followers	290 followers	344 followers	412 followers
<b>LinkedIn</b>	1362 followers	1693 followers	195 followers	1,514 followers
<b>Facebook</b>	10,980 followers	11,155 followers	11,542 followers	11,723 followers
<b>Website</b>	1,556 Visits	2,674 visits	5,211 visits	5,239 visits

The Authority closed LinkedIn account in the third quarter after guidance from LinkedIn to migrate to a corporate account.

## 2.3 STRATEGIC OBJECTIVE III: IMPROVE HUMAN RESOURCES

In order to achieve the Strategic Objective of Improving Human Resource, the following were achieved in the year 2020:

### 2.3.1 Intended Result I: Improve Performance

#### 2.3.1.1 Strategy I: Review and Operationalise the Organisation Structure

With the help of the Management Development Division, the Authority reviewed the organisation structure. The revised Organisation Structure was approved by the ZAQA Board in December 2020. Key changes worth noting include:

- i) Renaming of the Registration and Accreditation Section to Qualifications Services Section, and advisory services moved to the IEC Unit;
- ii) Creating officer positions in the Qualifications Unit to manage the routine work;
- iii) Strategic Planning functions incorporated in the Standards and Quality Assurance Section to ensure focused implementation and programming;
- iv) Strengthening the lower level structures to function appropriately at their levels and free senior management from routine work;
- v) Raising the profile of the ICT Unit by operationalising the position of ICT Manager;
- vi) Operationalising the positions of Legal Counsel and Board Secretary to provide legal advice and secretarial services to the Board and Board Committees;
- vii) Providing for the function of internal Audit and Risk in line the Public Finance Management Act No. 1 of 2018;
- viii) Director and Chief Executive Officer to be referred to as Chief Executive Officer (CEO);
- ix) Heads of departments be defined as Directors similar to main stream public service and quasi government; and
- x) Strengthen management levels in the application of the performance management system.

Overall, the revised organisation structure resulted in a reduction of one position and a financial saving of ZMW 971,462.60.



### **2.3.1.2 Strategy II: Strengthen performance and reward mechanism.**

The Authority engaged the services of a Consultant, Beatmas Human Resource Consultants, to develop a Performance Appraisal Policy. As at close of the year, the policy was undergoing internal reviews. Further, the performance management process was reviewed and strengthened in the year and performance appraisals were conducted as at close of the year.

## **2.4 STRATEGIC OBJECTIVE IV: ENHANCE MANAGEMENT SYSTEMS**

This Strategic Objective had one Intended Result and the following were achieved under this Strategic Objective:

### **2.4.1 Intended Results: Effective and Efficient Service Delivery**

#### **2.4.1.1 Strategy I: Develop and Implement a Service Delivery Charter**

The Authority, with the help of the Management Development Division, developed a Service Delivery Charter for the Authority. The Charter is aimed at enhancing service delivery resulting in satisfied clients. Implementation of the same was still underway at the end of the year.

#### **2.4.1.2 Strategy II: Develop, Automate and Integrate Management Systems**

The development of the Qualifications Management Information System (QMIS) was completed in 2020. Due to the outbreak of the COVID 19 Pandemic, clients were encouraged to access the ZAQA validation services through the QMIS. At the end of the year, the development team was working at resolving minor issues that were identified during the implementation.

The Authority also migrated from Pastel Partner 14 to Pastel Partner 19, a web based accounting system. This will allow accounting staff to be able to access the system from anywhere and is ideal in this COVID 19 era.

## **2.5 STRATEGIC OBJECTIVE V: IMPROVE THE SOURCES AND MANAGEMENT OF FINANCIAL RESOURCES**

### **2.5.1 Intended Result I: Improved accountability**

This intended result has two strategies and the following were achieved under each strategy: -

#### **2.5.1.1 Strengthen internal financial controls**

In order to strengthen internal financial controls, the Board held quarterly Board and Board Committee meetings. Further, the review of the Finance Manual commenced in the year in order to strengthen internal financial controls.





### **2.5.1.2 Develop and implement a Monitoring & Evaluation Framework**

The Authority put in place a Monitoring and Evaluation Framework in order to monitor achievements against the Strategic Plan. Quarterly progress reports were submitted to the Board highlighting progress made against the Strategic Plan.

## **2.6 STRATEGIC OBJECTIVE VI: IMPROVE INSTITUTIONAL INFRASTRUCTURE**

The Authority worked with the Higher Education Authority, the Higher Education Loans and Scholarship Board and the Ministry of Higher Education to put in place a task team to spearhead the development of office building. The three institutions will contribute funds towards the building of offices. The Ministry of Higher Education allocated land at National Institute of Scientific and Industrial Research (NISIR) for the construction of the office building.

Table 4 shows the performance of the Authority against 2020 targets set at the beginning of the year. These targets were approved at the beginning of the year and were part of the 2020 budget.

		2020 PLANNED VS ACHIEVED			
S/N	DEPARTMENT/ SECTION	INTENDED RESULT	OUTPUT INDICATORS	ANNUAL TARGETS	PERFORMANCE AGAINST TARGET
1	Registration and Accreditation	Increased validation & evaluation of qualifications	Percentage of applications for local qualifications received validated within 14 days.	Validate at least 1,150 local applications for validation by December 2020.  90% of local qualifications received validated within 14 days.	1,235 local applications were validated by 31 <sup>st</sup> December 2020.  12% of the local qualifications . received were validated within 14 days
2	Registration and Accreditation		Percentage of applications for foreign qualifications received validated within 30 days.	Validate at least 1,100 foreign applications for validation by December 2020.  90% of foreign qualifications received validated within 30 days.	935 foreign applications were validated by 31 <sup>st</sup> December 2020.  19% of the foreign qualifications received were validated and evaluated within 30 days.
3	Registration and Accreditation	Increased accreditation of qualifications	Percentage of applications for accreditation processed within 30 days.	Register and accredit at least 830 qualifications onto the ZQF by December 2020.  95% of received qualifications registered within 30 days.	46 qualifications were registered and accredited onto the ZQF as at 31 <sup>st</sup> December 2020.  100% of applications were processed within 30 days
4	Standards Setting	Improved Standards	Percentage of Key Priority Sectors with National Occupational	Develop at least 5 National Occupational Standards for each priority sector of the 7NDP by	A total of twelve (12) National Occupational Standards (NOS) were developed for 2 priority sectors



2020 PLANNED VS ACHIEVED					
S/N	DEPARTMENT/ SECTION	INTENDED RESULT	OUTPUT INDICATORS	ANNUAL TARGETS	PERFORMANCE AGAINST TARGET
	Standards Setting	Improved Standards	Standards by December 2020.	December, 2020.  70% of key priority sectors with NOS at Dec 2020.	<p>representing 33% of key priority sectors with NOS.</p> <p>The NOS launched were as follows:</p> <p>i) Six (6) in the Tourism sector namely:</p> <ul style="list-style-type: none"> <li>• Tour Guide;</li> <li>• Front Office Manager;</li> <li>• Front Office Assistant;</li> <li>• Executive Chef;</li> <li>• Sous Chef and Chef-De-Parties.</li> </ul> <p>ii) Six (6) in the Agriculture / Aquaculture sector namely:</p> <ul style="list-style-type: none"> <li>• Senior Agriculture Officer;</li> <li>• Agriculture Extension Officer;</li> <li>• Fisheries Extension Assistant;</li> <li>• Aquaculture Farmer;</li> <li>• Aquaculture Technician and;</li> <li>• Fish Seed Grower.</li> </ul> <p>Furthermore, the following NOS in three (3) other priority sectors were drafted pending approval:</p> <p>i) Construction Sector</p> <ul style="list-style-type: none"> <li>• Geomatics Engineer,</li> <li>• Electrician – Low Voltage,</li> <li>• Draughts Person,</li> </ul>

		2020 PLANNED VS ACHIEVED			
S/N	DEPARTMENT/ SECTION	INTENDED RESULT	OUTPUT INDICATORS	ANNUAL TARGETS	PERFORMANCE AGAINST TARGET
	Standards Setting	Improved Standards	Percentage of Key Priority Sectors with National Occupational Standards by Decembe		<ul style="list-style-type: none"> <li>• General Bricklayer,</li> <li>• Metal Fabricator, and</li> <li>• Steel Fixer.</li> </ul> <p>ii) Manufacturing Sector</p> <ul style="list-style-type: none"> <li>• Mechanical Engineer,</li> <li>• Electrical and Electronics Engineer,</li> <li>• Chemical Engineer,</li> <li>• Production Manager,</li> <li>• Quality Controller, and</li> <li>• Workshop Machines Operator.</li> </ul> <p>iii) Mining Sector</p> <ul style="list-style-type: none"> <li>• Process Engineer,</li> <li>• Senior Chemist,</li> <li>• Mine Safety Officer,</li> <li>• Mining Blaster,</li> <li>• Winding Engine Operator, and</li> <li>• Mine Data Entry Operator.</li> </ul>
5	Standards Setting	Improved Standards	Number of audits of a sector conducted	Conduct at least 1 Verification Audit and 4 Compliance Audits by December 2020	<p>Conducted 4 compliance audits of the following institutions.</p> <p>i) National Institute of Public Administration (NIPA) Ndola Campus;</p> <p>ii) Zambia Institute of Chartered Accountants (ZICA);</p>

S/N	DEPARTMENT/ SECTION	INTENDED RESULT	OUTPUT INDICATORS	2020 PLANNED VS ACHIEVED	
				ANNUAL TARGETS	PERFORMANCE AGAINST TARGET
	Standards Setting	Improved Standards			<p>iii) Zambia Institute of Marketing (ZIM);</p> <p>iv) Zambia Institute of Tourism and Hospitality Studies (ZITHS).</p> <p>No verification audits were conducted as the Authority did not receive any application for recognition as an Appropriate Authority.</p>
6	Standards Setting	Improved Standards	Percentage of Appropriate Authorities promoting Recognition of Prior Learning by December 2020	3 Appropriate Authorities (AA) managing the sub-frames of the ZQF promoting RPL by December 2020.  % of Appropriate Authorities promoting RPL by December 2020.	100% of the Appropriate Authorities are currently promoting recognition of Prior Learning (RPL) through either grant of exemptions or recognition of non-formal learning.
7	Standards Setting	Improved Standards	Percentage of Quality assurance and awarding bodies incorporating level descriptors in the development of their curriculum/learning	80% of Quality assurance and awarding bodies incorporating level descriptors in the development of their curriculum/learning programmes by December 2020	All awarding bodies in the three sub-frameworks have been incorporating level descriptors in qualifications submitted for registration and accreditation.

S/N		DEPARTMENT/ SECTION	INTENDED RESULT	OUTPUT INDICATORS	2020 PLANNED VS ACHIEVED	
					ANNUAL TARGETS	PERFORMANCE AGAINST TARGET
		Standards Setting		programmes by December 2020		
8			Recognition of Appropriate Authorities	Number of Appropriate Authorities recognised	At least 2 additional Appropriate Authorities recognised by December 2020	No application for recognition as an Appropriate Authority was received during the year under review.
9			Strengthened collaborations	Number of regional collaborative agreements	Participation in at least 2 collaborative meetings/study tours by December 2020	ZAQA participated in the UNESCO Workshop on Quality Education in Higher Education in Africa, Dakar – Senegal, ACQF, SADC TCCA and the AQVN.
10				Number of local collaborative agreements	Participate in at least 4 local collaborative meetings on Quality Assurance by December 2020	Participated in one collaborative meeting organised by TEVETA. Other meetings of quality assurance bodies could not be done due to COVID 19.
11		Corporate Services	Increased Stakeholder Support	Percentage of budget from other sources (Other than GRZ and ZAQA Services) annually	At least 10% of budget obtained from other sources (Other than GRZ and ZAQA Services) annually	Could not be achieved due to the outbreak of the pandemic. Most Cooperating partners were affected by the pandemic and could not provide financial support. However, the Authority still had funding from the Embassy of Ireland received in Dec 2019 available for execution of programmes in 2020.

		2020 PLANNED VS ACHIEVED			
S/N	DEPARTMENT/ SECTION	INTENDED RESULT	OUTPUT INDICATORS	ANNUAL TARGETS	PERFORMANCE AGAINST TARGET
12	Corporate Services	Improved Efficiency	Commissioning of QMIS	50% of applications for ZAQA services processed in the QMIS by December 2020	26% of applications for validations processed through QMIS in 2020.
13			Percentage of learner records uploaded on the system by December 2020	At least 50% of learner records from awarding bodies uploaded on the system by December 2020	33% of received learner records uploaded to QMIS. The Authority received learner records from the following institutions: - i) Zambia Institute of Tourism and Hospitality Studies (ZITHS) for 2017 to 2019 graduating years; ii) Kwame Nkrumah for 2019 graduating year; iii) Cavendish University for the graduating years from 2008 to 2020; iv) UNILUS – Learner records for 2020 graduates; v) ACCA - Learners records for 2020 graduates, and vi) MANCOSA – Learner records from 2005 to 2019.
14	Corporate Services	Strategic Plan in place	Review of strategic plan	Mid-term review of the ZAQA strategic plan by December 2020	The Mid- Term review could not be conducted due to the COVID 19

		2020 PLANNED VS ACHIEVED			
S/N	DEPARTMENT/ SECTION	INTENDED RESULT	OUTPUT INDICATORS	ANNUAL TARGETS	PERFORMANCE AGAINST TARGET
					pandemic because physical meetings were not possible.
15	Corporate Services	Improved Service Delivery	Develop and implement a service delivery charter	Develop and implement a service delivery charter by December 2020	Service Delivery Charter was developed in 2020 pending implementation.
16			Develop and implement a communication strategy	Develop and implement a communication strategy by December 2020	Development commenced in the third quarter and could not be concluded due to the COVID 19 pandemic.
17			Percentage reduction in client complaints and percentage increase in client compliments by December 2020	50% reduction in client complaints and 60% increase in client compliments by December 2020	2020 was base year for conducting customer survey which revealed that 43.75% of clients complained of not having received their feedback on time. While 56.25% were happy with the information received from ZAQA. The rate of increase will be assessed in subsequent periods.
18			Percentage of activities conducted in line with the service delivery charter	90% of activities conducted in line with the service delivery charter by December 2020	Implementation of the Service Delivery Charter only commenced in the first quarter of 2021. Development of the Charter delayed due to the outbreak of the pandemic.
19	Corporate Services	Positive Corporate Image	Percentage of adherence to ZAQA Core Values	100% adherence to ZAQA Core Values by all staff in 2020	100% of staff adhered to the ZAQA values according to the 360 degrees feedback received.





S/N	DEPARTMENT/ SECTION	INTENDED RESULT	OUTPUT INDICATORS	2020 PLANNED VS ACHIEVED	
				ANNUAL TARGETS	PERFORMANCE AGAINST TARGET
20	Corporate Services	Positive Corporate Image	Percentage of staff achieving at least 85% of set targets annually	80% of staff achieving at least 85% of set targets annually	65% of staff achieved at least 85% of set targets as at 31 <sup>st</sup> December 2020.
21	Corporate Services	Policies developed	Number of HR policies developed	Develop 1 HR Policy and update of the terms and conditions of service	Two policies were developed namely: Health and Wellness Policy and the Anti-Harassment Policy. Terms and conditions of services were partially updated.
22	Corporate Services	Improved accountability	Unqualified audit report	Unqualified audit report by December 2020	Financial Audit for the year 2019 was concluded in March 2020 and the Auditors issued an unqualified audit report.
23	Corporate Services	Improved accountability	Number of audit queries	Zero queries by December 2020	Five queries were raised by the Auditors in the 2019 annual audit. 3 were beyond the control of the Authority.
24	Corporate Services	Improved accountability	Percentage of activities conducted within approved budget	95% of 2020 activities conducted within approved budget	98% of 2020 procurement activities were conducted within budget.



### 3.0 CORPORATE AND SUPPORT SERVICES

The Corporate and Support Services of the Authority comprise the following functions:

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

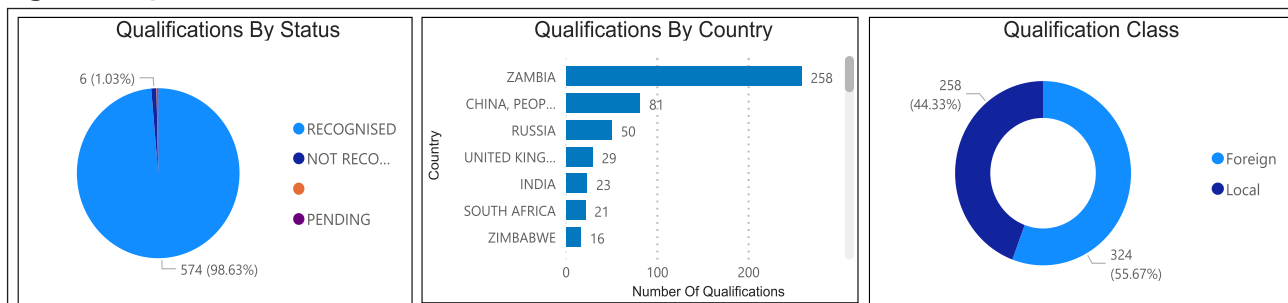
### 3.1 INFORMATION COMMUNICATIONS TECHNOLOGY

The following activities were conducted under Information and Communications Technology in 2020:

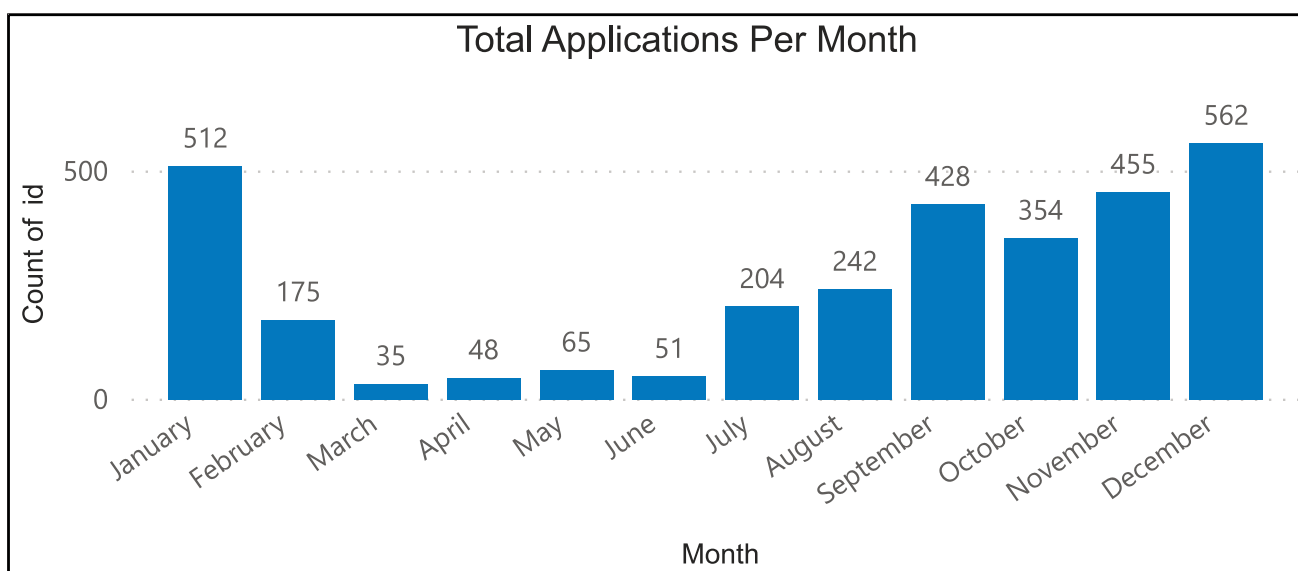
#### 3.1.1 Qualifications Management Information System

The Authority continued to implement the Qualifications Management Information System (QMIS) in the year under review. The Authority developed some reporting templates in the QMIS to help monitor the implementation of the system.

**Figure 5: Qualification Statistics**



**Figure 6: Applications View by month.**





### 3.1.2 Digital Certification Integration with QMIS

The Authority completed the development and integration of E-Certification to the QMIS. This was launched together with the QMIS in June 2020.

### 3.1.3 Upload of Learner Records

In 2020, the Authority received learner records from nine (9) institutions for graduating years from 2005 to 2020.

## 3.2 HUMAN RESOURCES AND ADMINISTRATION

### 3.2.1 Staff establishment

At the close of 2020, the Authority had a total of twenty-two (22) employees. Staff movement was as indicated in table 5:

**Table 5: Staffing**

Department	Staff Establishment	At 1st Jan 2020	Additions	Separations	At 31st Dec 2020
Office of the CEO	6	4	0	0	4
Technical Services	14	10	1	1	10
Corporate Services	13	7	1	0	8
<b>Total</b>	<b>33</b>	<b>21</b>	<b>2</b>	<b>1</b>	<b>22</b>

### 3.2.2 Outbreak of the COVID 19 Pandemic

The World Health Organization (WHO) on 11th March 2020, declared the Novel Coronavirus (COVID-19) outbreak a global pandemic. Zambia recorded its first COVID 19 case on 18th March 2020. The Government through Cabinet Circulars guided institutions on how to proceed in order to reduce the spread of the COVID 19 Pandemic.

The following measures were put in place in order to curb the spread of the COVID 19 Pandemic:

- i) Reduced overcrowding in the offices and service points by ensuring that non-essential staff worked from home on a rotational basis;
- ii) Staff were also provided with data bundles to be able to work from home;
- iii) Cancelled the receipt of actual cash by staff as clients were encouraged to deposit or transfer fees directly into the ZAQA bank accounts;
- iv) Cut all contact with the public as clients were encouraged to use the Qualifications Management Information System to submit their applications or send through email;
- v) Masks and sanitising facilities were provided for staff and visitors;
- vi) Some activities that take the form of meetings, conferences and workshops were postponed or cancelled.

### 3.3 BOARD AND BOARD PERFORMANCE

In August 2020, the Minister of Higher Education, Hon. Dr. Brain Mushimba constituted the ZAQA Board in line with section 10 of the Zambia Qualifications Authority Act No. 13 of 2011. Prior to August 2020, the Permanent Secretary provided oversight through special committees that reported to her office on a quarterly basis.

Table 6 shows attendance of the Board Members to meetings:

**Table 6: Meeting attendance by Board Members**

S/N	Name	Number of scheduled Meetings in 2020	Meetings Attended
1	Mrs. Ann M. Ononuju	4	4
2	Dr. John Chileshe	4	4
3	Mrs. Kayula Siame	4	3
4	Mr. Louis Mwansa	4	4
5	Ms. Vivien M.C. Ndhlovu	4	4
6	Mr. Fredrick Mwila	4	3
7	Mr. Bonna Kashinga	4	4
8	Prof. Kasonde Bowa	4	4
9	Dr. Tamala T. Kambikambi	4	3
10	Mr. William Ngoma	4	4
11	Mrs. Jacqueline C. M. Chikwama	4	4

The Board put in place Board Committees to assist with corporate governance matters. These Committees are the Registration and Accreditation Committee, the Standards Setting Committee and the Finance, Administration and Human Resources Committee. Attendance by the Members was as follows:

**Table 7: Registration and Accreditation Committee**

S/N	Name	Meetings held in 2020	Meetings Attended
1	Dr. John Chileshe	5	5
2	Dr. Albert Ng'andu	5	5
3	Mrs. Vivien M.C. Ndhlovu	5	5
4	Mr. William Ngoma	5	5
5	Mr. Succeed Mubanga	5	5



**Table 8: Standards Setting Committee**

S/N	Name	Meetings held in 2020	Meetings Attended
1	Mr. Louis Mwansa	3	3
2	Dr. Tamala T. Kambikambi	3	3
3	Mrs. Kayula Siame	3	3
4	Mr. Cleophas Takaiza	3	3
5.	Dr. Michael Chilala	3	3
6	Prof. Stephen Simukanga	3	3

**Table 9: Finance, Administration and Human Resources Committee**

S/N	Name	Number of Meetings held in	No. of Meetings Attended
1	Mr. Bonna Kashinga	4	4
2	Prof. Kasonde Bowa	4	4
3	Mr. Tom Thewo	4	4
4	Mrs. Christine Mshanga	4	3
5	Mr. Jacob Mkandawire	4	4

### 3.3 FINANCE

The following section presents the financial performance of the Authority in the year under review.

#### 3.3.1 Budget Performance

The total approved budget for 2020 was ZMW24,178,116. Of the budgeted amount, the Authority received ZMW 12,820,764 as indicated in table 10 below.

**Table 10: Income Received in the year**

	2020 Budget Performance			
	Actual (ZMW)	Budget (ZMW)	Variance (ZMW)	% Variance
Government funding	10,862,220	14,054,072	-3,191,852	-22%
Registration and Accreditation	555,000	4,710,000	-4,155,000	-88%
Validation and Evaluation	1,365,250	1,497,504	-132,254	-8%
Other Income	38,295	3,916,540	-3,878,245	-99%
<b>Total</b>	<b>12,820,765</b>	<b>24,178,116</b>	<b>11,357,351</b>	<b>-47%</b>

The Authority was not funded for three (3) months during 2020. The Authority continued to face challenges in receiving qualifications for accreditation from Appropriate Authorities. The outbreak of the COVID 19 also contributed to the low submission of qualifications by awarding bodies.

Further, due to COVID 19, the Embassy of Ireland was unable to disburse any funds to the Authority hence the huge variance on other income. Resource mobilisation efforts could not yield any results as most targeted cooperating partners were affected by the pandemic.

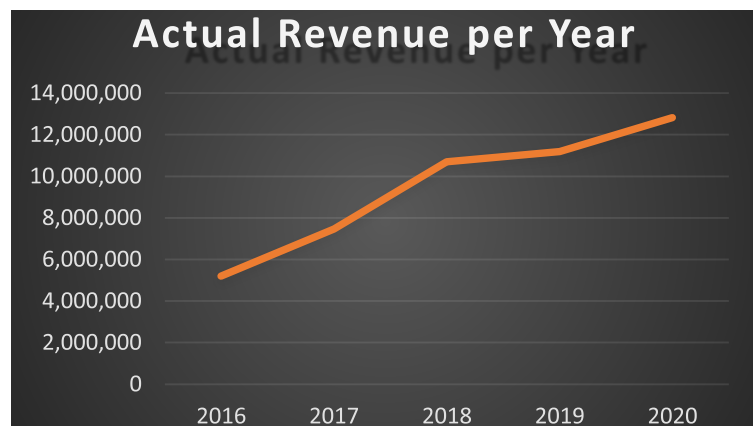
Validations were also affected by the pandemic as challenges were encountered when the Authority moved from manual to online applications to reduce the spread of the COVID 19. Furthermore, some awarding bodies could not be reached as they had closed due to the pandemic. This affected the turnaround time in processing applications.

The table 12 and figure 7 show total revenue performance in the last five (5) years:

**Figure 7: Income trends for 5 years**

Year	Revenue
2016	5,202,045
2017	7,470,410
2018	10,694,725
2019	11,196,487
2020	12,820,765

**Table 12: Income trends for 5 years**





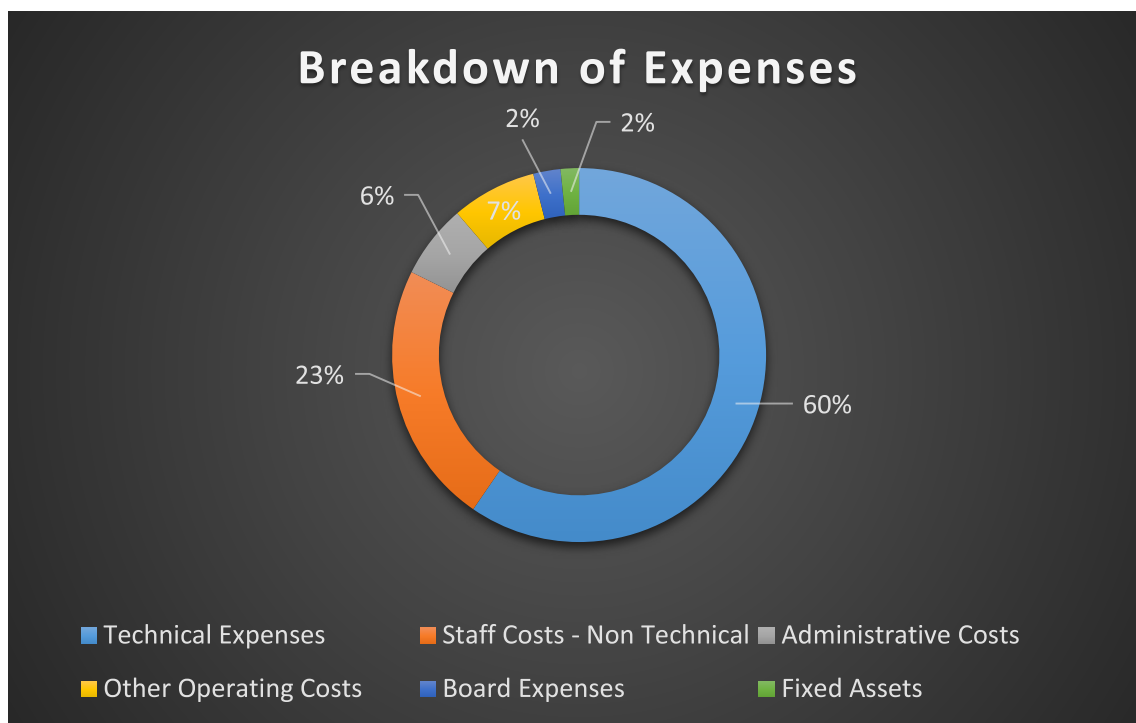
### Trends analysis on the income received in the last five (5) years

There has been a slow but steady increase in the revenue of the Authority although appropriation from Government has remained static from 2018.

#### 3.3.1 Financial Performance

The Authority recorded an operating deficit of ZMW4,071,696 (2019: ZMW3,897,183) in the year under review. Expenditure for the year amounted to ZMW16,892,460 (2019: ZMW15,079,390). The Authority also purchased fixed assets at a cost of ZMW272,556 (2019: ZMW103,917).

Figure 8 shows a breakdown of expenditure in the year 2020





## 4.0 FINANCIAL STATEMENTS

The Directors have the pleasure in submitting their report on the operations of the Zambia Qualifications Authority covering the year to 31st December 2020.

### 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 for matters connected with, or incidental to, the foregoing.

3. Financial Results	Year Ended	Year Ended
	31 December 2020	31 December 2019
	ZMW	ZMW
Income	12,820,765	11,196,487
Expenditure	(16,892,460)	(15,093,670)
(Deficit) / Surplus for the Year	(4,071,695)	(3,897,183)

### 4. Property, Plant and Equipment

During the year under review, the Authority purchased property, plant and equipment amounting to ZMW272,556 (2019: ZMW103,917). 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 ZMW 11,630,322 (2019: ZMW10,856,006) and the Authority had Twenty-two (22) employees at the close of the year under review (2019: 21)

### 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.

### 7. Directors

The Authority operated without a duly appointed Board for the first seven months of 2020. During this period, the Permanent Secretary - Ministry of Higher Education, put in place interim committees to





provide overall guidance. The committees reported to the Permanent Secretary on a quarterly basis.

In August 2020, the Minister of Higher Education, Hon. Dr. Brian Mushimba constituted and inaugurated the Board of the Authority. The directors who held office during the year at the time of this report are as follows:

i)	Mrs. Ann-Mary Malata Ononuju	Board Chairperson
ii)	Dr. John Chileshe	Vice Chairperson
iii)	Mrs. Kayula Siame	Member
iv)	Mr. Louis Mwansa	Member
v)	Mrs. Vivien M.C. Ndhlovu	Member
vi)	Mr. Fredrick Mwila	Member
vii)	Mr. Bonna Kasinga	Member
viii)	Prof. Kasonde Bowa	Member
ix)	Dr. Tamala T. Kambikambi	Member
x)	Mr. William Ngoma	Member
xi)	Mrs. Jacqueline C. M Chikwama	Member
xii)	Mrs. Mirriam M.A. Chiyaba	Member

## 8. Statement of Responsibility and Approval of Financial Statements

Section 22 and 23 of the Zambia Qualifications Authority Act requires the Authority to maintain proper books of accounts and to prepare financial statements for each financial period that give a true and fair view of the state of affairs of the Authority and of the surplus or deficit for that period. In preparing these financial statements, Management of the Authority have selected suitable accounting policies and then applied them consistently, made judgements and estimates that are reasonable and prudent and followed the applicable accounting standards. Management are responsible for ensuring that the Authority keeps proper accounting records which disclose with reasonable accuracy at any given time, the financial position of the Authority. Management are also responsible for safeguarding the assets of the Authority and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with Sections 22 and 23 of the Zambia Qualifications Authority Act No. 13 of 2011, we, the Directors of the Authority are of the opinion that:

- the Statement of Financial Position is drawn up so as to give a true and fair view of the state of affairs of the Authority as at 31 December 2020;
- The Statement of Comprehensive Income is drawn up so as to give a true and fair view of the performance of the Authority for the year ended 31 December 2020; and
- There are reasonable grounds to believe that the Authority will be able to pay its debts as and when they fall due.

The Directors are responsible for the Authority's system of internal controls. These controls 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 of assets, and to prevent and detect misstatements and loss. Nothing has come to the attention of Directors to indicate that any material breakdown on the functioning of these controls, procedures and systems has occurred during the



period under review.

The financial statements which appear on pages 32 to 35 were approved by the Board.

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Mrs. Ann-Mary Malata Ononuju  
Board Chairperson  
**Date:24/03/2021**

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Mrs. Mirriam M. A Chiyaba  
Board Secretary  
**Date:24/03/2021**



**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 2020, 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 37 to 55.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Authority as at 31 December 2020, 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 2020, 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 (Mr.)**

Partner

Certificate No. AUD/F001510

**M SAKALA & ASSOCIATES**

Registered Auditors

**Date:** 16/03/2021





## Statement of Comprehensive Income

	Note	2020 K	2019 K
Income	7	12,820,765	11,196,487
Technical Expenses	8	(10,227,176)	(9,478,233)
Surplus before Operating Expenses		2,593,589	1,718,254
Administrative Expenses	9	(1,095,597)	(990,516)
Other Operating Expenses	10	<u>(5,569,687)</u>	<u>(4,624,920)</u>
<b>Deficit for the year</b>		<b>(4,071,695)</b>	<b>(3,897,183)</b>
Other Comprehensive Gains and Losses		<u>0</u>	<u>0</u>
<b>Total Comprehensive deficit</b>		<b><u>(4,071,695)</u></b>	<b><u>(3,897,183)</u></b>



## Statement of Changes in the Fund

	<b>Accumulated Fund K</b>	<b>Total K</b>
At 1 January 2019	499,393	499,393
<b>Comprehensive Income</b>		
Deficit for the Year	<u>(3,897,183)</u>	<u>(3,897,183)</u>
<b>At 31 December 2020</b>	<u><b>(3,397,790)</b></u>	<u><b>(3,397,790)</b></u>
At 1 January 2020	3,397,790	3,397,790
<b>Comprehensive Deficit for the year</b>	<u><b>(4,071,695)</b></u>	<u><b>(4,071,695)</b></u>
<b>Comprehensive Deficit at 31 December 2020</b>	<u><b>(7,469,485)</b></u>	<u><b>(7,469,485)</b></u>

The significant accounting policies and the notes set out on pages 36 to 43 form an integral part of these financial statements



## Statement of Financial Position

	Notes	2020 K	2019 K
<b>Assets</b>			
<b>Non – Current Assets</b>			
Property, Plant and Equipment	2	952,417	1,373,312
		<u>952,417</u>	<u>1,373,312</u>
<b>Current Assets</b>			
Trade and Other Receivables	3	634,893	290,479
Cash and Cash Equivalents	4	1,525,692	2,642,874
		<u>1,525,692</u>	<u>2,642,874</u>
		<u>2,160,585</u>	<u>2,933,354</u>
<b>Total Assets</b>		<u><u>3,113,002</u></u>	<u><u>4,306,665</u></u>
<b>Funds Employed and Liabilities</b>			
<b>Accumulated Fund</b>			
	5	<u>(7,469,485)</u>	<u>(3,397,790)</u>
		<u>(7,469,485)</u>	<u>(3,397,790)</u>
<b>Current Liabilities</b>			
Trade and Other Payables	6	10,582,487	7,704,455
		<u>10,582,487</u>	<u>7,704,455</u>
<b>Total Equity and Liabilities</b>		<u><u>3,113,002</u></u>	<u><u>4,306,665</u></u>

These financial statements were approved by the ZAQA Board on 24/03/2021 and signed on its behalf by:

**Ann-Mary Malata Ononuju (Mrs.)**  
**Board Chairperson**

Date: 24/03/2020

**Mirriam M. A Chiyaba (Mrs.)**  
**Board Secretary**

Date: 24/03/2020

## Statement of Cash Flows

	Notes	2020 K	2019 K
<b>Operating Activities</b>			
Operating (Deficit) / Surplus		<b>(4,071,695)</b>	(3,897,183)
<b>Items Not Involving Movement of Funds</b>			
Depreciation	2	<b>649,698</b>	681,692
Loss on Disposal of Fixed Assets		<b>2,500</b>	-
Profit on Disposal of Fixed Assets		-	-
Grant Amortisation		<b>0</b>	(4,489)
<b>Adjustments for Changes in Working Capital</b>			
(Increase) / Decrease in Trade and Other Receivables	3	<b>(344,413)</b>	88,960
Increase / (Decrease) in Trade and Other Payables	6	<b>2,787,033</b>	
			<u>3,891,318</u>
<b>Cash Generated from Operating Activities</b>		<u><b>(885,787)</b></u>	<u>760,298</u>
<b>Net Cash inflow from Operating Activities</b>		<u><b>(885,787)</b></u>	<u>760,298</u>
<b>Investing Activities</b>			
Acquisition of Property, Plant and Equipment	2	<b>(272,555)</b>	(103,917)
Proceeds from Disposal of Assets		<b>41,160</b>	-
		<u><b>(231,395)</b></u>	<u>(103,917)</u>
<b>Net Change from Cash and Cash Equivalents</b>		<u><b>(1,117,182)</b></u>	<u>656,381</u>
Cash and Cash equivalents at Beginning of year	4	<b>2,642,874</b>	1,986,493
	4	<u><b>1,525,692</b></u>	<u>2,642,874</u>
Consisting of:			
<b>Cash at Bank and in Hand</b>	4	<u><b>1,525,692</b></u>	<u>2,642,873</u>

The significant accounting policies and the notes set out on pages 36 - 43 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 and actually received by the Authority. Government Grant Income is recognized in the income statement when it is actually received and the amount received can be measured with certainty. Grant income is recognized in the income statement over the period necessary to match it with related costs that is intended to compensate.

Income also includes the value of services rendered in respect of evaluation and verification of qualifications, accreditation of qualifications as well as interest earned on securities. In recognising income from rendering services, the requirements of IFRS 15 have been duly considered and complied with.

### 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.

## 1 Significant Accounting Policies (continued)

### 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.



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.

**g) Deferred Taxation**

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

**h) 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

	2020			2019		
	Cost/ Valuation	Accumulated Depreciation	Carrying Value	Cost / Valuation	Accumulated Depreciation	Carrying Value
	K	K	K	K	K	K
Motor Vehicles	1,004,702	(762,306)	242,396	1,354,702	(773,631)	581,071
Computer Equipment	522,002	(317,259)	204,743	338,128	(242,612)	95,516
Fixtures and Fittings	390,583	(295,166)	95,417	320,356	(232,049)	88,308
Office Equipment	143,626	(109,840)	33,786	125,173	(80,871)	44,302
Software	<u>752,153</u>	<u>(376,076)</u>	<u>376,077</u>	<u>752,153</u>	<u>188,038</u>	<u>564,115</u>
	<u>2,813,066</u>	<u>(1,860,648)</u>	<u>952,418</u>	<u>2,890,512</u>	<u>(1,517,201)</u>	<u>1,373,312</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	Disposals	Depreciation on disposals	Carrying Value at End of Year
2020	K	K	K	K	K	K
Motor vehicles	581,070	-	(294,925)	(350,000)	306,250	242,395
Computer Equipment	95,516	183,874	(74,647)	-	-	204,743
Fixtures and Fittings	88,308	70,226	(63,118)	-	-	95,416
Office Equipment	44,301	18,455	(28,969)	-	-	33,787
Software	<u>564,115</u>	<u>-</u>	<u>188,038</u>	<u>-</u>	<u>-</u>	<u>376,077</u>
	<u>1,373,310</u>	<u>72,555</u>	<u>(649,698)</u>	<u>(350,000)</u>	<u>306,000</u>	<u>952,417</u>

	Carrying value at the Beginning of the Year	Additions for the Year	Depreciation Charge for the Year	Disposals	Depreciation on disposals	Carrying Value at End of Year
<b>2019</b>						
Motor Vehicles	919,747	-	(338,676)	-	-	581,071
Computer Equipment	112,108	47,317	(63,909)	-	-	95,516
Fixtures and Fittings	144,330	6,600	(62,622)	-	-	88,308
Office Equipment	72,749	-	(28,447)	-	-	44,302
Software						<u>564,115</u>
	<u>702,153</u>	<u>50,000</u>	<u>188,038</u>	=	=	<u>1,373,312</u>
	<u>1,951,086</u>	<u>103,917</u>	<u>(681,692)</u>	=	=	

### 3 Trade and other Receivables

	2020 K	2019 K
Prepaid Rent	89,389	71,082
Medical arrangements	36,042	30,706
Insurance	6,937	24,318
Southern Cross Motors	245,750	-
Staff Receivables	146,250	84,691
Inventory Account	106,735	78,077
Fuel Prepayment	<u>3,789</u>	<u>1,605</u>
	<u>634,893</u>	<u>290,479</u>

### 4 Cash and Cash Equivalents

	2020 K	2019 K
Cash in Hand	1,202	3,000
VISA Card	1,676	10,000
Fixed Deposit	-	586,570
Cash at Bank	<u>1,522,814</u>	<u>2,043,304</u>
	<u>1,525,692</u>	<u>2,642,874</u>

### 5 Accumulated Funds

At Beginning of Period	(3,397,790)	499,393
Deficit for the period	<u>(4,071,695)</u>	<u>(3,897,183)</u>
	<u>(7,469,485)</u>	<u>(3,397,790)</u>

<b>6</b>	<b>Trade and other payables</b>	<b>3,133,464</b>	1,608,914
	Statutory Payments	<b>5,281,742</b>	4,139,703
	Staff Payables	<b>1,718,392</b>	1,521,934
	Prepayments by Customers	<u><b>448,889</b></u>	<u>433,904</u>
	Other Payables	<u><b>10,582,487</b></u>	<u>7,704,455</u>
<b>7</b>	<b>Income</b>	<b>10,862,220</b>	8,831,503
	GRZ Revenue Grant	<b>1,365,250</b>	1,450,021
	Validation and Evaluation Fees	<b>555,000</b>	65,000
	Registration and Accreditation Fees	<u><b>38,295</b></u>	<u>849,963</u>
	Other Revenue	<u><b>12,820,765</b></u>	<u>11,196,487</u>
<b>8</b>	<b>Technical Expenses</b>	<b>2020</b>	2019
		<b>K</b>	<b>K</b>
	Direct Salaries & Related Expenses	<b>7,727,599</b>	7,416,665
	Accreditation of Qualifications	<b>337,980</b>	303,464
	Motor Vehicle Running Expenses	<b>150,736</b>	142,920
	Advertising and Promotion	<b>100,270</b>	81,332
	Information Technology Expenses	<b>183,251</b>	131,166
	Validation and Evaluation Expenses	<b>254,730</b>	194,519
	Qualification Network Meetings / Conferences	<b>23,162</b>	552,508
	Development of National Occupational Standards	<b>690,868</b>	190,422
	Developing Technical Documents	<b>451,401</b>	114,875
	Stakeholder and Public Sensitisation	<b>303,693</b>	250,674
	Collaborative Meetings	<b>2,206</b>	37,770
	Qualification Management Information System	-	5,444
	Study Tours	-	52,514
	Recognition of Appropriate Authorities	-	3,000
	Audits of Appropriate Authorities	<u><b>1,280</b></u>	<u>960</u>
		<u><b>10,227,176</b></u>	<u>9,478,233</u>



**9 Administrative Expenses**

Rent	<b>849,427</b>	823,294
General Expenses	<b>18,412</b>	12,188
Cleaning	<b>54,608</b>	32,861
Office Refreshments	<b>28,286</b>	22,435
Newspapers and Periodicals	<b>12,312</b>	14,280
Insurance – Office equipment & furniture	<b>10,581</b>	6,957
Building Repairs	<b>10,075</b>	21,738
Electricity and Water	<b>10,581</b>	-
Bank Charges	<b>100,733</b>	56,762
	<b><u>1,095,597</u></b>	<b><u>990,516</u></b>

**10 Other Operating Expenses**

Staff Salaries & Related Costs	<b>3,902,722</b>	3,439,341
Board of Directors and Related Costs	<b>404,296</b>	65,610
Depreciation	<b>649,698</b>	681,693
Printing and Stationery	<b>163,760</b>	163,320
Professional Fees	<b>94,596</b>	82,226
Procurement Expenses	<b>21,295</b>	25,810
Communication Expenses	<b>29,176</b>	40,746
Recruitment Expenses	<b>94,254</b>	-
Penalties and interest	<b>7,460</b>	6,689
Strategic Plan & AWPB Development	<b>199,839</b>	119,485
Loss on Disposal of Fixed Assets	<b>2,590</b>	-
	<b><u>5,569,687</u></b>	<b><u>4,624,920</u></b>

**11 Capital Grant**

	<b>2020</b>	2019
	<b>K</b>	K
Opening Balance	-	4,488
Received During the Year	-	-
Amortised	-	(4,488)
	<b><u>-</u></b>	<b><u>(4,488)</u></b>
Balance at End of Year	<b><u>-</u></b>	<b><u>-</u></b>

## 12 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
<b>At 31 December 2020</b>	
Trade and Other Receivables	634,893
Cash and Cash Equivalents	1,525,692
Trade and Other Payables	<u>(10,582,487)</u>
	<b><u>(8,421,902)</u></b>
At 31 December 2019	
Trade and Other Receivables	290,479
Cash and Cash Equivalents	2,642,874
Trade and Other Payables	<u>(7,704,454)</u>
	<b><u>(4,771,100)</u></b>

### Fair value

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

### Currency Risk

The Authority keeps most of its financial assets in the local currency therefore minimising its exposure to fluctuations in the foreign currency exchange rates.

The rates used to translate foreign currency during the period in Kwacha were as follows:



USD	\$1
Mid rate	14.03
Spot rate	14.07

**13 Capital commitments**

There were no capital commitments as at 31 December 2020 (2019: Nil).

**14 Contingent liabilities**

There were no known contingent liabilities at 31 December 2020 (2019: Nil).

**15 Subsequent events**

There were no known subsequent events post 31 December 2020 (2019: Nil).



**16. Detailed Statement of Comprehensive Income  
For the Year Ended 31<sup>st</sup> December 2020**

	<b>2020</b>	<b>2019</b>
<b>INCOME</b>	<b>12,820,764</b>	11,196,487
<b>TECHNICAL EXPENSES</b>		
Direct Staff salaries and related expenses	<b>7,727,599</b>	7,416,665
Accreditation of qualifications	<b>337,980</b>	303,464
Qualification Network Meetings / Conferences	<b>23,162</b>	552,508
Stakeholder and public sensitisation	<b>303,693</b>	250,674
Information technology	<b>183,251</b>	136,610
Study Tours	-	52,514
Advertising and Promotion	<b>100,270</b>	81,332
Motor vehicle expenses	<b>150,736</b>	142,920
Verification and Evaluation expenses	<b>254,730</b>	194,519
Collaborative Meetings	<b>2,206</b>	37,770
Developing National Occupational Standards	<b>690,868</b>	190,422
Developing working documents	<b>451,401</b>	114,875
Recognition of Appropriate Authorities	-	3,000
Audit of Appropriate Authorities	<b>1,280</b>	960
	<b>10,227,177</b>	9,478,233
Surplus before operating expenses	<b>2,593,588</b>	1,718,254



## OTHER OPERATING EXPENSES

Board of directors related expenses	<b>404,296</b>	65,610
Communication expenses	<b>29,176</b>	40,746
Depreciation & fixed assets expensed	<b>649,698</b>	681,693
Loss on Disposal of assets	<b>2,590</b>	-
Audit Fees	<b>94,596</b>	82,226
Administrative Expenses	<b>1,095,597</b>	978,327
Printing & stationery expenses	<b>163,760</b>	163,320
Procurement expenses	<b>21,295</b>	25,810
Recruitment expenses	<b>94,254</b>	12,188
Penalties and Levies	<b>7,460</b>	6,689
Strategic plan and AWPB Development	<b>199,839</b>	119,485
Staff salaries and related expenses	<b><u>3,902,722</u></b>	<u>3,439,341</u>
	<b><u>6,665,284</u></b>	<u>5,615,435</u>
<b>SURPLUS / (DEFICIT) FOR THE YEAR</b>	<b><u>(4,071,696)</u></b>	<b><u>(3,897,181)</u></b>





## NOTES

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