



ANNUAL REPORT 2023

Registered Office

Zambia Qualifications Authority

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, Zambia

Zambia National Commercial Bank

Lusaka Business Centre

P.O Boc 33611

Lusaka, Zambia

Our Independent Auditors

Mark Daniels Chartered

Accountants

CHAZ Complex

Plot No. 2882/B/5/10

Third Floor, Suite F3-10/F3

Off Great East Road

Mission Drive, Waterfalls

Lusaka, Zambia

TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS.....	iv
PICTURES OF SOME ACTIVITIES CONDUCTED DURING THE YEAR.....	vi
CHIEF EXECUTIVE OFFICER’S REPORT.....	xii
1.0 INTRODUCTION.....	1
1.1 MANDATE.....	1
2.0 CORPORATE GOVERNANCE STRUCTURES.....	2
3.0 OPERATIONAL REVIEW FOR THE YEAR 2023.....	4
3.1 STRATEGIC OBJECTIVE 1: IMPROVE MANAGEMENT OF THE QUALIFICATIONS FRAMEWORK.....	4
3.1.1 Enhance the recognition of Zambian Qualifications.....	4
3.1.2 Intended results 1: Increased accreditation of qualifications.....	9
3.1.3 Intended results 2: Increased validation and evaluation of qualifications.....	10
3.1.4 Intended results 3: Increased compliance to set standards.....	13
3.2 STRATEGIC OBJECTIVE 2: ENHANCE UPTAKE OF OCCUPATIONAL STANDARDS.....	14
3.2.1 Challenges Encountered during the year under Review.....	15
3.2.2 Strategies to Address the Challenges.....	16
3.3 STRATEGIC OBJECTIVE 3: IMPROVE FINANCIAL RESOURCE MOBILIZATION AND MANAGEMENT.....	16
3.3.1 Intended Result I: Enhance Financial Accountability.....	16
3.3.2 Intended Result II: Increase Financial Base.....	17
3.4 STRATEGIC OBJECTIVE 4: ENHANCE CUSTOMER SERVICES.....	17
3.4.1 Intended Result 1: Positive corporate image.....	17
3.4.2 Intended Result 2: Increased visibility of ZAQA Services.....	18

3.5	STRATEGIC OBJECTIVE 5: IMPROVE MANAGEMENT SYSTEMS.....	21
3.6	STRATEGIC OBJECTIVE 6: IMPROVE HUMAN RESOURCES.....	22
3.7	STRATEGIC OBJECTIVE 7: IMPROVE INSTITUTIONAL INFRASTRUCTURE...25	
3.8	THE OUTPUT MATRIX - PERFORMANCE AGAINST THE SET TARGETS FOR THE YEAR UNDER REVIEW.....	27
4.0	RISK MANAGEMENT.....	32
4.1	RISK MANAGEMENT POLICY.....	32
4.2	RISK REGISTER.....	32
5.0	FINANCE.....	33
5.1	BUDGET PERFORMANCE.....	33
5.2	FINANCIAL PERFORMANCE.....	34

ACRONYMS AND ABBREVIATIONS

ACQF	African Continental Qualifications Framework
AGM	Annual General Meeting
CATS	Credit Accumulation and Transfer System
CEO	Chief Executive Officer
CoL	Commonwealth of Learning
HEA	Higher Education Authority
ICT	Information Communications Technology
NOS	National Occupational Standards
QMIS	Qualifications Management Information System
RPL	Recognition of Prior Learning
SADC	Southern African Development Community
SADCQF	Southern Africa Development Community Qualifications Framework
SADC TCCA	Southern African Development Community Technical Committee on Certification and Accreditation
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UQP	UNESCO Qualifications Passport
ZAQA	Zambia Qualifications Authority
ZQF	Zambia Qualifications Framework



VISION

“A credible regulator of national qualifications for comparability”



MISSION

“To manage the Zambia Qualifications Framework (ZQF) to ensure recognition and comparability of qualifications”



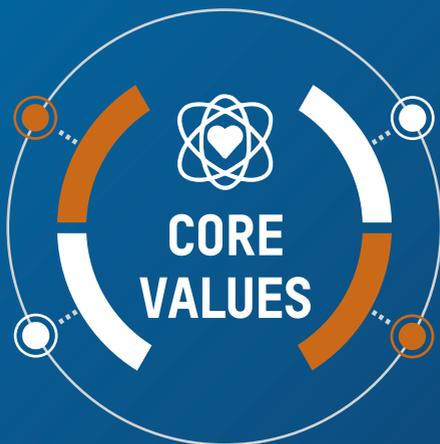
EXCELLENCE

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



CONFIDENTIALITY

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



INTEGRITY

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



TEAM WORK

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

PICTURES OF SOME ACTIVITIES CONDUCTED DURING THE YEAR



Launch of the ZAQA Strategic Plan
2022 -2026



ZAQA Staff with a representative from the
Commonwealth of Learning (COL)



ZAQA 2023 Youth Day Celebrations



ZAQA Exhibition at the Cancer Society
Fitness Event



Independence Day Celebrations

The Board of Directors of the Zambia Qualifications Authority.



Dr John Chileshe
Acting Board Chairperson
(Civil Society)



Mr. William Nyundu
Ministry of Education



Mrs. Jacqueline C.M Chikwama
(Zambia Institute of Human
Resource Management)



Mr. Zechariah Luhanga
(Ministry of Labour and
Social Security)



Ms Precious M. Lisulo
(Ministry of Technology and
Science)



Mr. William Ngoma
(Zambia Air Services
Training Institute)



Prof. Boniface Namangala
(Public Universities)



Mr. Anthony Bwembya
(Zambia Institute of Chartered
Accountants)



Prof. Kasonde Bowa
(Private Universities)

ZAQA MANAGEMENT

The Authority's Management at the end of 2023 was made up of the following members:



Mrs. Mercy M. Ngoma
Chief Executive Officer



Mr. Fidelis Cheelo
Director – Technical Services



Mr. Ronald Chulu
Director – Corporate Services



Mr. Conrad Simatimbe
Manager – ICT



Mrs Stella S. C Akalemwa
Manager – Qualification Services

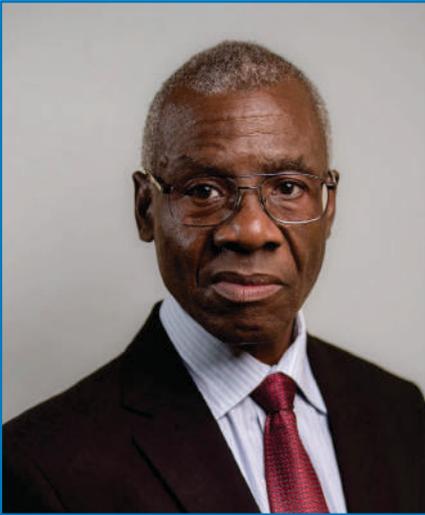


Mr. Jericho Kashiya
Manager – Quality Assurance



Mrs. Natasha B. Museba
Legal Counsel and Board Secretary

BOARD CHAIRPERSON'S STATEMENT



The strategic themes that the Authority has elaborated as focus areas in the execution of its mandate are Qualifications Management Excellence, resulting in globally recognised and comparable qualifications; and Operational Excellence, resulting in high quality services. Thus, the Plan serves as an operational framework in meeting stakeholder expectations, as we execute our pivotal role of providing strategic oversight on all national qualifications in Zambia.

It is my pleasure, on behalf of the Board of Directors, to present the Zambia Qualifications Authority (ZAQA) Annual Report for the year ended 31st December 2023.

In the year under review, the Authority's operations were anchored on the 2022-2026 Strategic Plan, which was launched at the beginning of the year. The Plan sets out a new direction and establishes key priorities concerning the mandate of the Authority, as stipulated in the ZAQA Act No. 13 of 2011. Further, the Authority has aligned its programmes to the Eighth National Development Plan, 2022-2026.

The enhancement of the quality of the qualifications being issued in Zambia and the effective management of the Zambia Qualifications Framework require collaboration with key stakeholders. I am glad to note that in the year under review, the Authority continued to work constructively with appropriate authorities, awarding bodies, professional bodies, academia, and industry. In particular, during the year, in collaboration with stakeholders, the Authority was able to develop several more National Occupational Standards, pertaining to key sectors in the Eighth National Development Plan.

It is also gratifying to note that the number of local awarding bodies submitting learner achievement records increased in 2023. This has made the verification process of local qualifications easier hence reducing the turnaround time.

During the year, the Authority undertook various strategic programmes and activities aimed at improving the recognition of Zambian qualifications. Cognisant of the role the Authority plays in the development and implementation of a national qualifications framework, the Authority continued key stakeholder engagements aimed at improving the recognition of qualifications, such as participation in the development of the Africa Continental Qualifications Framework, participation in meetings organised in the implementation of the SADC Qualifications Framework and engagements on the implementation of the UNESCO Qualifications Passport Project which is aimed at recognising qualifications of refugees and forcibly displaced persons.

The results achieved by the Authority in the year under review were due, in large measure, to the policy direction and support rendered by the Ministry of

Education, for which we are grateful. In particular, through the Ministry's support, the Authority was able to receive the 2023 budgeted funding in full as well as additional funds for dismantling of arrears.

The Ministry continued to provide support to the Authority through the coordination of the process for reviewing the legal framework. Towards the end of the year, the review of the ZAQA Act was completed. The ZAQA Bill is intended to strengthen the Authority's legal framework and to enhance compliance. The Bill is also meant to clarify the mandate and functions of the Authority in order to avoid overlaps with other institutions.

I also wish to express appreciation to the Management and staff for their conscientious dedication to duty and resourcefulness, thus enabling the results achieved during the year.

The Authority continued to encounter challenges in the implementation of its activities. Of great concern, is the inertia by appropriate authorities in submitting qualifications, in their sub-frameworks, for registration and accreditation by the Authority. This not only undermines the work of the

Authority, but poses a risk to the nation, in that external stakeholders may start to question the quality of Zambian qualifications if they do not appear on our list of registered and accredited qualifications. I am glad to note that Management is actively engaging with the appropriate authorities to ensure adherence to the law.

The tenure of the Board ended in July 2023; however, in line with Section 12 (5) of the ZAQA Act, the Minister of Education, Hon. Douglas Syakalima MP, extended the tenure of the Board until such a time that a new Board will be appointed.

In conclusion, I wish to thank all stakeholders for the continued patience, support, and feedback. I wish to assure you all of our continued commitment to improving the international recognition of Zambia's qualifications, and to ensure that we have an appropriately qualified and skilled workforce that will effectively contribute to national development.



Dr. John Chileshe
ACTING BOARD CHAIRPERSON

CHIEF EXECUTIVE OFFICER'S REPORT



Introduction

The Zambia Qualifications Authority (ZAQA) is a statutory body under the Ministry of Education established by the ZAQA Act No. 13 of 2011 to develop, oversee and maintain a national qualifications framework for Zambia, register and accredit qualifications and ensure that standards and registered qualifications are internationally comparable. The detailed functions of ZAQA are outlined in Section 9(1) of the ZAQA Act. ZAQA is also guided by Statutory Instrument (SI) No. 4 of 2018 on Accreditation, Validation and Evaluation of Qualifications.

During the year under review, the ZAQA

Bill which was deferred in the year 2022 to allow for stakeholder engagements was considered withdrawn by Parliament due to lapse of time. The Authority was hopeful that the Bill would be enacted in 2024. The review of the Zambia Qualifications Framework (ZQF) was put on hold awaiting the approval of the National Policy on Education and the Curriculum Framework for Zambia.

Operational Overview

The operations of the Authority during the year under review were guided by the 2022 – 2026 Strategic Plan and the Annual Work Plan and Budget, whose focus was on the implementation of the ZQF.

A total of 79 qualifications were accredited in 2023 bringing the cumulative number of accredited qualifications to 588.

Challenges in registering and accrediting qualifications included the slow pace at which Appropriate Authorities submitted qualifications to the Authority for registration on the ZQF. The Authority continued with stakeholder engagement efforts in order to address this identified

challenge.

Further, the Authority validated and evaluated a total of 4,767 qualifications in the year under review. A total of 69 non-recognition certificates were issued for misrepresented qualifications. This represented 1.45% of processed qualifications. 824 qualifications were pending validation as at end of the year. The Authority continued to experience challenges in validating foreign qualifications, which included delayed responses by awarding bodies to validation requests. To address this challenge, the Authority has continued engaging qualification verification agencies and embassies to help with the verification of foreign qualifications. On a positive note, local awarding bodies are now complying with the provisions of the ZAQA Act regarding the submission of learner achievement records to the Authority. This has improved the turn-around time on validation of local qualifications.

Stakeholder Engagements

The Authority continued to engage stakeholders on the mandate of the Authority. Engagements with cooperating partners were also

enhanced in the period under review. As a result of these engagements, the Authority received financial support from the Commonwealth of Learning for the development of the Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer Systems (CATS) Policies.

Corporate Governance

In the year under review, the tenure of the Board came to an end. However, an extension was granted by the Minister and as such the Board continued to provide strategic guidance to the Authority in line with Section 12 (5) of the ZAQA Act No. 13 of 2011. The Board of the Authority consists of eleven members appointed in line with Section 10 (1) of the Act. The Board has put in place four Board Committees which include i) Registration and Accreditation Committee ii) Standards Setting Committee iii) Finance, Administration and Human Resources Committee and iv) Audit and Risk Committee.

Financial Performance

In the year under review, the Authority recorded an operating surplus of ZMW5,413,088. Total revenue recorded amounted to ZMW27,792,108 while expenditure amounted to

ZMW22,379,020. The revenue comprised the full grant for the year amounting to K16,162,185, funds from user fees for ZAQA services amounting to ZMW3,707,950 and other revenue amounting to ZMW 472,318. Additionally, ZMW 7,449,654.74 was

received for dismantling of Pay As You Earn arrears which were owed to ZRA as well as outstanding staff gratuities.



Mrs. Mercy M. Ngoma
Chief Executive Officer

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 are to:

- (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 further guided by the Zambia Qualifications (Accreditation, Validation and Evaluation of Qualifications) Regulations, 2018

2.0 CORPORATE GOVERNANCE STRUCTURES

The Board of Directors of the Authority continued to provide strategic oversight of the Authority during the year 2023.

The list of Board Members and the number of meetings they attended in the year are included in Table 1:

Table 1: Meeting attendance by Board Members

No	Board Member	No. of Scheduled Meetings	No. of Meetings Attended
1.	Dr. John Chileshe	6	6
2.	Professor Kasonde Bowa	6	6
3.	Professor Boniface Namangala	6	4
4.	Mr. Zechariah Luhanga	6	2 proxy 4
5.	Mrs. Jacqueline C. M Chikwama	6	6
6.	Mr. Anthony Bwembya	6	5
7.	Mr. William Nyundu	6	6
8.	Ms. Precious Lisulo	6	6
9.	Mr. William Ngoma	6	6
10.	Mrs. Vivien Chikoti (up to July 2023)	6	2

The Board has the authority to put in place Board Committees to assist with corporate governance matters in specific areas of operation. Attendance by the Members of the various Committees was as follows:

Table 2: Registration and Accreditation Committee

No	Committee Member	No. of Scheduled Meetings	No. of Meetings Attended
1	Dr. John Chileshe	4	4
2	Mrs. Jane Chinkusu (Appointed May 2023)	4	3
3	Mr. Succeed Mubanga	4	4
4	Mr. Zechariah Luhanga	4	1 and proxy 3
5	Mr. William Ngoma	4	4

Table 3: Audit and Risk Committee

No	Committee Member	No. of Scheduled Meetings	No. of Meetings Attended
1	Mrs. Jacqueline C. M Chikwama	4	4
2	Mr. Walubita Luwabelwa	4	4
3	Mr. Thomas Kaunda	4	4
4	Mr. Elijah Chabu	4	4
5	Mrs. Vivien Chikoti (Up to July 2023)	4	2

Table 4: Finance, Administration and Human Resources

No	Committee Member	No. of Scheduled Meetings	No. of Meetings Attended
1	Mr. Anthony Bwembya	5	4
2	Mr. Kasonde Mwila (appointed April 2023)	5	4
3	Mr. Tom Thewo	5	5
4	Professor Kasonde Bowa	5	4
5	Mr. Jacob Mkandawire	5	5

Table 5: Standards Setting Committee

No	Committee Member	No. of Scheduled Meetings	No. of Meetings Attended
1	Mr. William Nyundu	4	4
2	Professor Stephen Simukanga	4	1 proxy 3
3	Ms. Precious Lisulo	4	4
4	Dr. Micheal Chilala	4	2
5	Mr. Cleophas Takaiza	4	4
6.	Professor Boniface Namangala	4	4

3.0 OPERATIONAL REVIEW FOR THE YEAR 2023

The Authority commenced the implementation of its Strategic Plan for the period 2022 to 2026. In this regard, the strategic objectives as espoused in the Strategic Plan guided the Authority's activities in 2023. The achievements recorded under each objective are detailed below:

3.1 STRATEGIC OBJECTIVE 1: IMPROVE MANAGEMENT OF THE QUALIFICATIONS FRAMEWORK

Under this Strategic Objective, the Authority committed to focusing on improving the management of the Zambia Qualifications Framework (ZQF). In achieving the objective, the Authority applied various interventions to enhance the validation of qualifications, enforce the registration and accreditation of qualifications and enhance the implementation of the ZQF.

3.1.1 Enhance the recognition of Zambian Qualifications

3.1.1.1 Review of the Zambia Qualifications Framework and Level Descriptors

During the year under consideration, the Authority revised the Guidelines for Registration and Accreditation of qualifications on the ZQF as well as the scoring sheet for evaluation of qualifications in the registration and accreditation process. This was aimed at enhancing the accreditation process by making it easier for applicants and evaluators.

3.1.1.2 African Continental Qualifications Framework

ZAQA participated in the validation of the ACQF Policy Document and launch of the ACQF II Project in Addis Ababa Ethiopia in July 2023.

The Authority also participated in the ACQF Capacity Development and Networking Programme under the theme "Making National Qualifications Frameworks (NQFs) Operational in a Changing World", in Maputo Mozambique in December 2023.

3.1.1.3 UNESCO

3.1.1.3.1 UNESCO Qualifications Passport Project

The Authority continued to work with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and other partners in implementing the UNESCO Qualifications Passport (UQP) Project. The UNESCO Qualifications Passport provides for the recognition of qualifications held by refugees and other displaced persons.

In the year under review, ZAQA, UNESCO, Centro Informazioni Mobilità Equivalenze Accademiche (CIMEA), France Education International (FEI), Uganda National Examinations Board (UNEB), Kenya National Qualifications Authority (KNQA), Commissioner for Refugees (CoR) and the United Nations High Commission for Refugees (UNHCR) conducted the 2023 interview session for possibility of award of the UNESCO Qualifications Passport (UQP) with Refugees and Vulnerable Migrants. This activity took place in November and December 2023. Twenty-Seven (27) refugees were interviewed, out of which 20 refugees' qualifications were found to be satisfactory and substantiated.

3.1.1.3.2 UNESCO Ratification of the Global Convention on the recognition of Qualifications concerning Higher Education

The Authority took part in the consultative meetings in selected districts spearheaded by UNESCO Zambia Office, Ministry of Education, on the Ratification on the Global Convention on the Recognition of Qualifications in Higher Education. The ratification of this Convention will affirm Zambia's international cooperation in the promotion of international mobility, as well as communication and cooperation regarding fair and transparent procedures of recognition, and quality assurance and academic integrity in Higher Education. The convention affirms Zambia's responsibility of promoting inclusive and equitable quality education at all levels and lifelong learning opportunities for all.

3.1.1.3.3 UNESCO General Conference

The Authority participated at the 42nd Session of the UNESCO General Conference, held at its Headquarters in Paris in November 2023. In line with the outcomes of the Meeting ZAQA was tasked with coordinating the ratification process of the Global Convention on the Recognition of Qualifications in Higher Education as well as putting in place reporting mechanisms on the Addis Convention regarding the recognition of Studies, Diplomas, Degrees, and Other Academic Qualifications on Higher Education in African States.

3.1.1.4 Southern Africa Development Community Qualifications Framework (SADCQF)

The Authority attended the hybrid meeting of the special Technical Committee on Certification and Accreditation (TCCA) in Johannesburg South Africa, in May 2023 on the invitation of the SADC Secretariat. The Meeting was aimed at reviewing progress on the implementation of National Qualifications Frameworks and alignment to the SADCQF to national qualifications frameworks by Member States. The Meeting also discussed Micro Credentials, and Member States agreed to begin considering Micro Credentials in their National Qualifications Frameworks.

3.1.1.5 World Innovation Summit on Education 11 (WISE - 11)

The Authority participated in the Policy Round Table “Transforming Higher Education in partnership with UNESCO at the World Innovation Summit on Education (WISE-11) in November 2023 in Doha-Qatar. The policy round table served as a platform to share national experiences and good practices as well as the progress made towards the transformation of Higher Education and to address inclusion from a systematic perspective.

3.1.1.6 Joint SADC Ministerial Meeting on Education and Science, Technology and Innovation

The Authority took part in the Joint SADC Ministerial Meeting on Education, Science, Technology, and Innovation (ET-STI) hosted by the Democratic Republic of Congo as part of the delegation for the Senior Officials Meeting. The meeting was held in June 2023, and it afforded the Authority a platform to provide guidance on issues related to accreditation.

3.1.1.7 Collaboration with other institutions

The Authority continued to collaborate with international counterparts as follows:

- a) ZAQA participated in a meeting organised by the Global Academic Integrity Network (GAIN) in December 2023. The Meeting considered a comprehensive approach to academic integrity and fraud where Countries shared the measures implemented to combat qualifications fraud.
- b) The third Meeting of the Task Force on Qualifications Equivalence Framework from COMESA Member States was held in July 2023. The Task Force was set up to facilitate the development of a Qualifications Equivalence Framework for COMESA and ZAQA was included as an expert.



ACCQF Capacity Development and Networking Meeting held in Maputo, Mozambique

3.1.1.7 Local engagements

3.1.1.7.1 The Quality Assurance Agencies Coordination Meeting

The Authority hosted Quality Assurance Agencies Coordination Meetings during the year under review. The participants included the Examinations Council of Zambia (ECZ), the Higher Education Authority (HEA), the Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA), Ministry of Education, Ministry of Technology and Science and ZAQA. The issues that arose during the meetings included submission of qualifications for registration and accreditation by Appropriate Authorities as well as coordination of academic and technical education two tier system by the Ministry of Technology and Science, Ministry of Education and TEVETA.



Quality Assurance Agencies Meeting.

3.1.1.7.2 Review of the 2023 Zambia Education Curriculum Framework Validation Meeting

The Authority participated in the Curriculum Framework Validation Meeting organised by the Ministry of Education. The main purpose of the Meeting was to validate the Draft 2023 Zambia Education Curriculum Framework which was

developed in line with the revised National Policy on Education. The Meeting also received submissions from Stakeholders on the draft curriculum for the General Education Sub framework.

3.1.2 Intended results 1: Increased accreditation of qualifications.

During the year 2023, the Authority received 86 qualifications for registration and accreditation on the Zambia Qualifications Framework. A total of 79 qualifications were registered and accredited in the year bringing the total of qualifications registered and accredited on the ZQF to 588.

Further, the Board approved the revised Guidelines for the Registrations and Accreditation of Qualifications. The revision of the Guidelines was aimed at making the accreditation process seamless for the appropriate authorities and awarding bodies.

Table 6: Number of Qualifications Received and Accredited in 2023

	2022	2023
Brought Forward from previous year	0	7
Qualifications Received	118	86
Qualifications Accredited	111	79
Qualifications Not Accredited	0	0
Qualifications returned to the promoters	0	14
Pending Accreditation as at 31 December	7	0

3.1.2.1 Challenges in accrediting Qualifications

The Authority did not accredit and register the targeted 630 qualifications because Appropriate Authorities did not submit qualifications as anticipated despite engagements with the appropriate authorities.

3.1.2.2 Strategies to Address the Challenges identified above.

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

- i) Engaged 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; and
- ii) Strengthen the legal framework to provide for penalties for offering a programme not registered by ZAQA on the ZQF.



Sensitisation Meeting with the Staff of Blessings University.

3.1.3 Intended results 2: Increased validation and evaluation of qualifications.

In the year 2023, the Authority received a total of 4590 applications for validation and evaluation. A total of 4767 validations and evaluation were completed in the year. The validated and evaluated qualifications were distributed as shown in Figure 1.

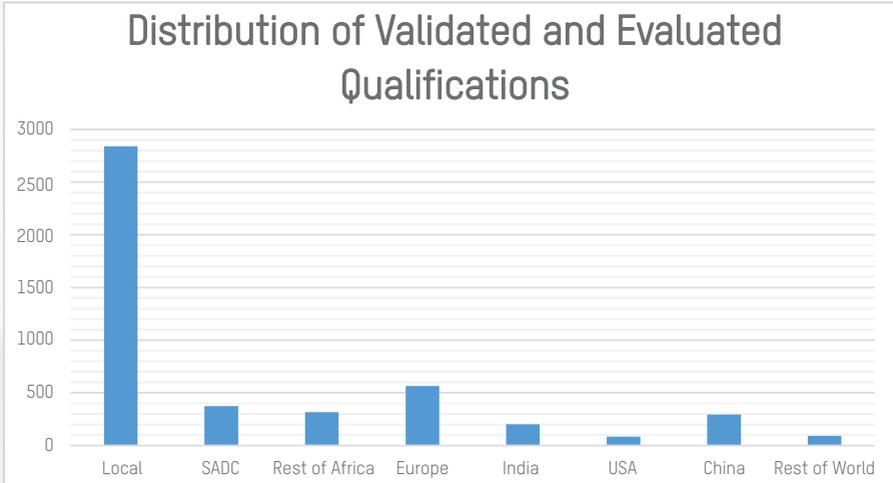


Figure 1: Distribution of validated and evaluated qualifications.

The Authority recorded a total of 69 misrepresented qualifications in the year representing 1.45% of validated and evaluated qualifications. The misrepresented qualifications were distributed as follows:

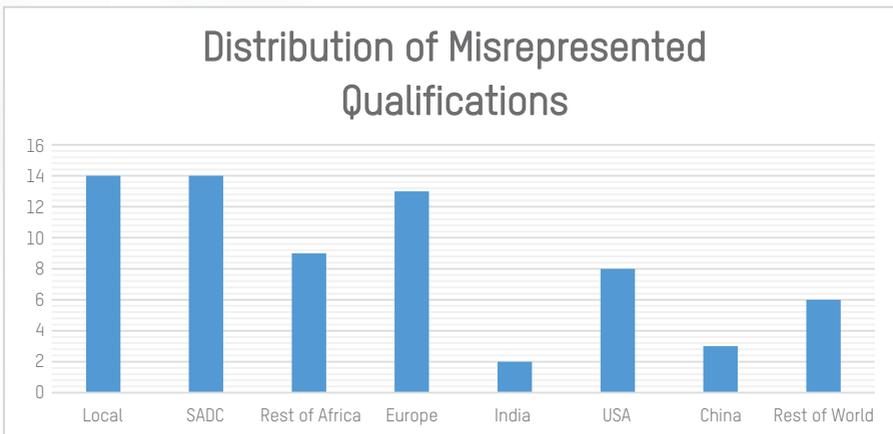


Figure 2: Distribution of misrepresented qualifications

The distribution of received, validated and evaluated, as well as pending qualifications was as represented in Table 7.

Table 7: Number of qualifications received for Validation and Evaluation

	2023	2022
Qualifications Brought Forward from previous year	1,001	1,607
Qualifications Received	4,590	13,676
Qualifications validated & evaluated	4,767	14,282
Pending as at 31 December	824	1,001

The trend in the validation of qualifications from 2018 is indicated in Figure 3.

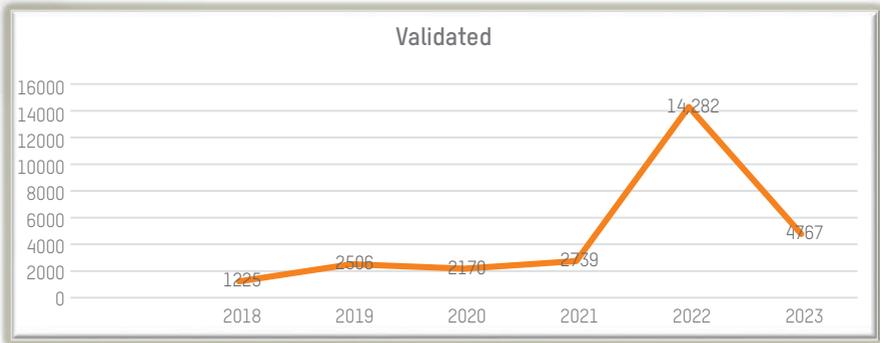


Figure 3: Validated qualifications in the last five (5) years

3.1.3.1 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 delay in the confirmation of qualifications from some awarding bodies contributing to most qualifications being processed beyond the stipulated turnaround timelines during the year.

The upward adjustment of verification fees by some foreign verification agencies impacted on the Authorities verification costs. This was exacerbated by the foreign exchange rate of the Kwacha against convertible currencies.

3.1.3.2 Strategies to Address the Challenges

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

- i) Continued targeted engagement of local awarding bodies on the importance of validation of qualifications, submission of learner achievement records and the need to respond promptly to validation requests from the Authority.
- ii) Continued collaboration with Ministry of Foreign Affairs and International Cooperation, Foreign Embassies and Qualification Agencies to facilitate the validation of foreign qualifications. In 2023, the Authority continued to work with the Qualification Check, Hello Verify and Direct Verify to help in the validation of qualifications where the Authority was struggling to get validation confirmations.



ZAQA meeting with the Second Secretary for the Indian High Commission in Lusaka

3.1.4 Intended results 3: Increased compliance to set standards.

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

3.1.4.1 Litigation And Compliance

ZAQA did not record any litigation cases in the year 2023. Therefore, at the end of 2023, there were no active or pending cases in the Courts of Law against ZAQA or commenced by ZAQA.

3.1.4.2 Contract Management

The Authority developed its Contracts Management List and in the year 2023, all Contracts were compliant with the Zambia Public Procurement Authority (ZPPA) Laws, the Public Finance Management Act, and the Constitution.

3.1.4.3 Quality Assurance

The Authority undertook quality assurance compliance audits at the Examinations Council of Zambia (ECZ), Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) and the Higher Education Authority (HEA). All the three Appropriate Authorities managing subframeworks of the ZQF were found to be compliant with the ZAQA standards.

3.2 STRATEGIC OBJECTIVE 2: ENHANCE UPTAKE OF OCCUPATIONAL STANDARDS

Under this objective, ZAQA committed to increasing the number of developed National Occupational Standards (NOS) in key priority sectors. The Authority endeavoured to enforce the incorporation of NOS in the development of learning programmes that are submitted for registration and accreditation as qualifications. The intended result was to increase the skills and competences of graduates in line with industry expectation.

The National Occupational Standards are primarily aimed at ensuring that the outcome from the training system responds to industry needs. The Authority developed a total of six NOS in the Construction Sector namely: Architect, Civil Engineer, Environmental Specialist, Machine Operator, Safety Specialist and

Quantity Surveyor. Further, by the close of the year, the Authority was developing an additional eighteen (18) NOS in the following sectors:

- i) **Manufacturing:** Food Scientist, Biomedical Scientist, Wood Processing Technician, Metal Casters, Metal Fabricators and Maintenance Technician.
- ii) **Water:** Environment and Water Quality Officer, Plant Operator, Sanitation Scientist, Pit Emptiers, Water Engineer and Lab Technician.
- iii) **Transport:** Customs Agent, Logistician Transportant, Driver, Safety Inspector and Fire Officer.



NOS development Team of Experts meeting for The Manufacturing Sector.



The Team of Experts pose for a photo with the ZAQA CEO and staff at the inception meeting for the development of NOS in the water sector.

3.2.1 Challenges Encountered during the year under Review

- 3.2.1.1 Low number of submissions at commenting stage by key sector players in the NOS development process;
- 3.2.1.2 Challenges in attracting experts to participate in the NOS Development workshop for the Water and Transport Sectors.
- 3.2.1.3 Reduced financial support from cooperating partners which largely affected the development of NOS.

3.2.2 Strategies to Address the Challenges

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

3.2.2.1 Engaging stakeholders and soliciting comments for the validation of NOS.

3.2.2.2 Engaging stakeholders and soliciting for experts to participate in the NOS Development Workshop.

3.2.2.3 Enhancing the implementation of the Resource Mobilisation Strategy.

3.3 STRATEGIC OBJECTIVE 3: IMPROVE FINANCIAL RESOURCE MOBILIZATION AND MANAGEMENT

Under this Strategic objective, it was expected that the Authority would strive to improve its funding sources and enhance financial management. To achieve this, the ZAQA would seek to increase its financial base, enhance internal control systems, and produce unqualified external audit reports. In the year under review, the following were achieved:

3.3.1 Intended Result I: Enhance Financial Accountability

3.3.1.1 The Internal Audit function continued to be outsourced to the HLB Zambia to reduce costs associated with recruitment. The Board approved the continued outsourcing of the Internal Audit function after the contract with HLB Zambia ended.

3.3.1.2 The statutory audit of the 2023 financial statements was conducted by external auditors, Mark Daniels Chartered Accountants. In the opinion of the auditors, the Authority's financial statements represented fairly, the performance of the Authority in 2023.

3.3.2 Intended Result II: Increase Financial Base

- 3.3.2.1 The Authority continued with the development of guidelines for the African Continental Qualifications Framework (ACQF) project through consultancy. These were finalised in the year under review.
- 3.3.2.2 The Authority received ZMW275,825 from the Commonwealth of Learning (CoL) for the review of the Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer Guidelines (CATS).
- 3.3.2.3 The Authority received ZMW7,449,654.74 from the Ministry of Education for the dismantling of Pay As You Earn (PAYE) arrears that were owed to the Zambia Revenue Authority (ZRA) as well as outstanding staff gratuities.

3.4 STRATEGIC OBJECTIVE 4: ENHANCE CUSTOMER SERVICES

Through this Strategic Objective, ZAQA committed to building a positive corporate image and improving its visibility and accessibility. The Authority also committed to reducing customer complaints and increasing awareness of its services to the general public.

3.4.1 Intended Result 1: Positive corporate image.

The following activities were undertaken to improve corporate image:

3.4.1.1 Branding

- a) The Authority redesigned the “How to Apply Online” brochure to make it easier for clients to use the Qualifications Management Information System (QMIS) when applying for the verification and evaluation of their qualifications, as well as “Our Services”, How to download the E-Certificate, and the ZAQA Bookmarkers.
- b) ZAQA diaries for 2024 were branded and distributed to various stakeholders.

3.4.2 Intended Result 2: Increased visibility of ZAQA Services

In an effort to increase the visibility of ZAQA and its services, the following activities were undertaken:

3.4.2.1 Stakeholder Engagements

- 3.4.2.1.1. The Authority engaged the Zambia Institute of Purchasing and Supply as well as the Zambia Institute of Public Relations and Communication, Independent Broadcasting Authority, Road Safety and Transport Agency and the Zambia Revenue Authority, to share the ZAQA Mandate, services, and functions so that they encourage their members/staff to have their qualifications verified as they apply for membership or employment opportunities.
- 3.4.2.1.2. The ZAQA 30 Second advert that encourages graduates to verify and evaluate their qualifications as they apply for professional membership was given complimentary airing on Radio Christian Voice for two weeks and on Millenium Radio.
- 3.4.2.1.3. ZAQA featured twice on One Love Radio to discuss the Recognition of Prior Learning and Professionalism for Profit, both programmes were live streamed on the ZAQA Facebook for wider coverage.
- 3.4.2.1.4. The ZAQA CEO took part in the Prime TV Breakfast show. The show was livestreamed on the Prime TV Facebook page.
- 3.4.2.1.5. Millennium Radio hosted ZAQA for a complimentary thirty-minute Breakfast show, which was livestreamed on the ZAQA Facebook Page.
- 3.4.2.1.6. ZNBC interviewed the ZAQA CEO about the registration and accreditation of qualifications and the misrepresented qualifications. The interview featured as a news item on the Education segment and was widely shared on various Facebook pages.

- 3.4.2.1.7. ZAQA met with the staff from Kenneth Kaunda Metropolitan University, Brook Besor University, Blessings University, Texila American University and Mansfield Universities to discuss the submission of qualifications for Registration and Accreditation on the ZQF, submission of learner achievement records as well as discuss the application of National Occupational Standards in curriculum development.
- 3.4.2.1.8. ZAQA documentaries covering the mandate, importance of the ZQF, registration and accreditation of qualifications on the ZQF and verification of qualifications were aired for 6 weeks on Prime TV and covered on both Prime TV and ZAQA Facebook pages. These documentaries were produced by Parliament TV.
- 3.4.2.1.9. The Authority participated in the Cancer Society Awareness exhibition at East Park Mall and at the Public Service Day at Arcades Mall which enabled ZAQA to showcase its services and functions.
- 3.4.2.1.10. ZAQA participated in six, thirty-minute radio shows - Making Sense of Qualifications on LIMA Radio which is under the Ministry of Agriculture. The programme was also live streamed on the Authority's Facebook Page.
- 3.4.2.1.11. The Authority participated in the 38th ZICA AGM which was held in Livingstone in August 2023 through an Exhibition and the ZAQA thirty-second Advert was also played during the Conference downtime.
- 3.4.2.1.12. The Authority met with the Zambia – Russia Graduates Alumni Association (ZAMRUS). ZAMRUS is an association that aims to facilitate and enhance the relationship between Zambian citizens who have graduated from Russian/Soviet universities. The purpose of the meeting was to give guidance on the Mandate and services of the Authority as well as discuss areas of mutual interest.

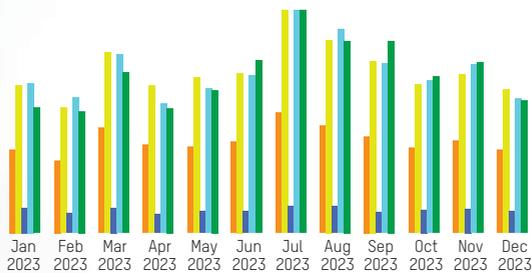
3.4.2.2 Social Media

The following were the social media statistics during the year 2023:

Platform	1 st Quarter 2023	2 nd Quarter 2023	3 rd Quarter 2023	4 th Quarter 2023
Twitter	692 followers	701 followers	710 followers	716 followers
LinkedIn	14,451 followers	15,434 followers	16,537 followers	17,229 followers
Facebook	18,691 followers	19,224 followers	19,675 followers	19,990 followers

Website Report for 2023

Monthly history



Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2023	4,197	7,386	34,539	200,017	12.89 GB
Feb 2023	3,623	6,291	27,372	180,957	12.50 GB
Mar 2023	5,297	9,039	33,486	239,412	16.53 GB
Apr 2023	4,411	7,404	25,905	174,773	12.85 GB
May 2023	4,355	7,763	28,237	193,187	14.67 GB
Jun 2023	4,555	8,007	27,507	210,292	17.68 GB
Jul 2023	6,012	11,135	35,382	297,300	22.86 GB
Aug 2023	5,364	9,704	34,955	271,905	19.80 GB
Sep 2023	4,845	8,629	27,624	226,296	17.12 GB
Oct 2023	4,291	7,474	31,366	202,530	16.06 GB
Nov 2023	4,602	7,956	32,986	226,057	17.41 GB
Dec 2023	4,110	7,125	28,621	179,420	13.64 GB
Total	55,662	97,913	367,980	2,602,146	194.04 GB

3.4.2.3 Advertising

1. The Authority published two articles in the Times Newspaper in the months of February and March 2023 on the verification of qualifications and the online application process.

2. Adverts were broadcasted through sponsorship on Facebook for them to get a wider reach. Facebook posts which were boosted were for consultancy services for the baseline study on the impact of the ZQF on the Education Sector, as well as the call for comments for the draft NOS in the Manufacturing Sector.



Sensitisation Meeting with Human Resources Personnel at the Road Transport and Safety Agency

3.5 STRATEGIC OBJECTIVE 5: IMPROVE MANAGEMENT SYSTEMS

Through this objective, ZAQA committed to ensuring that its services were delivered according to the customer service charter. These efforts were aimed at achieving efficient and effective service delivery. In the period under review, the following activities were undertaken to improve management systems:

3.5.1 Creation and actualisation of the Information Communication Technology (ICT) Steering Committee with full mandate to steer the development of ICTs at the Authority.

3.5.2 Development and actualisation of the following policies and plans:

3.5.2.1 Business Continuity and Disaster Recovery Plans;

3.5.2.2 Information Communication Technology Security Policy; and

3.5.2.3 ICT Risk Register.

3.5.3 All systems were fully licensed in conformance with the best practice to optimize the operations of the Authority.

3.5.4 The Qualifications Management Information System (QMIS) was stabilized and re-invigorated through the development of enhancements such as:

3.5.4.1 Generation of automated responses;

3.5.4.2 Addition of mobile money payment options; and

3.5.4.3 Installation of a fast and stable direct fiber optic line between Infratel Data Center and ZAQA offices.

3.6 STRATEGIC OBJECTIVE 6: IMPROVE HUMAN RESOURCES

In line with Strategic Objective 6, the following activities were undertaken in 2023 in an effort to improve human resources:

3.6.1 Staff Complement

The number of staff at the close of the year was twenty-seven (27), against a staff establishment of thirty-two (32).

3.6.2 Gender Distribution

Out of the twenty- seven members of staff, twelve (12) were female while fifteen (15) were male.

3.6.3 Staff Recruitment and Promotion

A total of ten vacant positions were filled in 2023. The Director – Corporate Services, Procurement Specialist, Personal Assistant to the Chief Executive Officer, Qualifications Services Officer and Accounts Officer were recruited externally. The positions of Chief Executive Officer, Manager – Standards and Quality Assurance, Manager – Qualification Services, two Qualification Services Specialists which became vacant during the year were filled internally.

In addition, the Authority transferred the Personal Assistant to the Chief Executive Officer to Administrative Officer and a Qualifications Services Specialist to Registration and Accreditation Specialist.

3.6.4 Staff Separations

A total of three employees separated with the Authority during the year under review. These were the Manager – Qualifications Services, Procurement Specialist and Accounts Officer.

3.6.5 Staff Capacity Development and Sensitisation

In its endeavour to continuously build capacity in the workforce, the Authority organised the following staff trainings in the year:

3.6.5.1 An inhouse customers service training for all non- management was conducted in January 2023. The training was facilitated by the Manager – Qualification Services and the Human Resources Specialist.

3.6.5.2 KAIZEN Continuous Improvement Training for management staff was conducted in quarters two, three and four of 2023. The training was facilitated by KAIZEN Training Institute.

3.6.5.3 Twenty-one (21) members of staff were affiliated to professional bodies during the year 2023.

3.6.5.4 An inhouse capacity sensitisation for all members of staff was conducted by the office of the Administrator under the Ministry of Justice on Administration of Wills and Testate Estates in October 2023.

3.6.6 Staff Health and Wellness Activities

The Authority organised and held physical fitness activities for all members of staff throughout the year. This included eleven (11) aerobics sessions. Further, ZAQA engaged the Zambian Cancer Society to make a presentation on cancer awareness, and screening of all members of staff was also conducted.



ZAQA Staff during the Health and Wellness Activities

3.6.7 Annual Team Building

The Authority continued the implementation of programmes to inculcate the ZAQA Core Values. Activities to enhance team cohesion and spirit were conducted.



ZAQA Staff with the Administrator General (second from left) after a sensitisation meeting with ZAQA staff on Administration of Wills and Testate Estates.

3.7 STRATEGIC OBJECTIVE 7: IMPROVE INSTITUTIONAL INFRASTRUCTURE

Through this objective, ZAQA is committed to improving institutional infrastructure in order to attain operational excellence. In order to do this, the Authority planned to upgrade its ICT infrastructure to enhance its service delivery. Further, ZAQA in collaboration with the Higher Education Authority, the Higher Education Loans & Scholarship Board and the Ministry of Education embarked on an infrastructure development project which is intended to provide suitable office space for the three Institutions and the Ministry of Education. This project when complete will help provide a conducive working environment for ZAQA employees. In addition, during the year under review, the following activities were undertaken:

3.7.1 The Local Area Network (LAN) Infrastructure was upgraded with Fiber Optic backbone cable.

- 3.7.2 A spacious network cabinet was deployed to accommodate core network equipment and improve heating, ventilation air conditioning (HVAC) in the network closet;
- 3.7.3 The development and deployment of key QMIS modules was completed to smoothen the operational needs of system users;
- 3.7.4 A cloud-based telephone system was acquired and deployed to reduce operational costs while improving communication capabilities;
- 3.7.5 Laptops and a printer were acquired for office use by the members of staff. This was to replace obsolete devices; and
- 3.7.6 Technical support was rendered to both internal and external system users.

3.8 THE OUTPUT MATRIX - PERFORMANCE AGAINST THE SET TARGETS FOR THE YEAR UNDER REVIEW.

S/N	SECTION / UNIT	INTENDED RESULT	OUTPUT INDICATORS	2023 PERFORMANCE AGAINST TARGET	
				2023 PLANNED TARGETS	2023 PERFORMANCE
1.	Qualifications Services	Increased validation & evaluation of qualifications	Number of applications for validation of local qualifications processed at the end of 2023.	Validate at least 12000 local applications received for validation by December 2023	2841 local qualifications were validated.
			% of local qualifications validated within 14 days	90% of local qualifications received validated within 14 days	67% of the local qualifications validated were processed within 14 days.
2.			Number of applications for validation of foreign qualifications processed at the end of 2023.	Validate at least 1500 foreign applications received for validation by December 2023	1,926 foreign qualifications were validated and evaluated.
			% of foreign qualifications validated and evaluated within 30 days.	90% of foreign qualifications received validated within 30 days	71% of the foreign qualifications validated and evaluated were processed within 30 days.
3.	Qualifications Services	Increased accreditation of qualifications	Number of applications received for accreditation processed at the end of 2023.	Register and accredit at least 630 qualifications onto the ZQF by December 2023	79 qualifications were registered and accredited on the ZQF.
			% of qualifications processed within 30 days	95% of received applications for accreditation processed within 30 days	100% of the evaluated qualifications were processed within 30 days.
4.				Publish / gazette accredited qualifications	The List of qualifications registered and accredited on the ZQF was published in August 2023.

5.				Conduct 2 meetings to offer technical support to Appropriate Authorities	Engagement meetings were held between ZAQA and the three Appropriate Authorities.
6.				Implementation of the revised Registration and Accreditation Guidelines by December 2023	The revised Registration and Accreditation Guidelines were fully implemented.
7.	Standards and Quality Assurance	Increased compliance to standards	Implementation of the revised ZAQA Act	New ZAQA Act assented by December, 2023	The ZAQA Bill was still considered withdrawn by Parliament due to lapse of time by the close of the year. The Bill will be tabled before parliament in the first quarter of 2024.
8.	Standards and Quality Assurance		Implementation of the revised ZQF and level descriptors	Revised ZQF structure and level descriptors gazetted by December, 2023	This activity was not undertaken as it awaited the approval of the National Policy on Education and National Curriculum Framework.
9.	Standards and Quality Assurance		Number of appropriate authorities audited. % of institutions compliant	3 Compliance Audits by December 2023. 100% of institutions audited compliant	Compliance Audits were conducted on the following Appropriate Authorities: i. ECZ; ii. TEVETA; and ii. HEA. All institutions were found to be compliant.
10.	Standards and Quality Assurance		Percentage of National Development Plan key priority sectors with NOS.	100% of National Development Plan key priority sectors with NOS. 6 NOS developed in each of the key priority sectors.	The development of 6 NOS for the Manufacturing and Construction sectors was concluded by close of the year. While the Water and Transporter sector NOS were pending validation by stakeholders at the end of the year under review.

11.	Standards and Quality Assurance	Strengthened collaborations	Number of regional collaborative agreements	<p>Engage in two regional Collaborative agreements.</p> <p>Participate in at least</p> <ul style="list-style-type: none"> ➤ 4 collaborative meetings; ➤ 2 study tours (validation, NOS); ➤ 2 International conferences by December 2023 	<p>ZAQA participated in the validation of the ACQF Policy Document and launch of the Project ACQF II in Addis Ababa Ethiopia from 11th to 13th July 2023.</p> <p>The Authority also participated in the ACQF Capacity Development and Networking Programme under the theme “Making National Qualifications Frameworks (NQFs) Operational in a Changing World”, in Maputo Mozambique from 5th to 6th December 2023.</p> <p>The Authority continued to work with UNESCO and other partners in the implementation of the UNESCO Qualifications Passport (UQP) Project.</p> <p>The Authority also participated in the Policy Round Table “Addressing Inclusivity and Access in Higher Education through Policy Development,” in partnership with UNESCO at the World Innovation Summit on Education (WISE-11) on 29th November 2023 in Doha-Qatar.</p> <p>Further, the Authority continued its participation in the SADC Qualifications Framework in the Special Technical Committee on Certification Accreditation (TCCA) from 11th to 12th May 2023 in Johannesburg South Africa.</p>
-----	---------------------------------	-----------------------------	---	--	---

12.	Standards and Quality Assurance		Number of local collaborative meetings	Hold at least two collaborative meetings on Quality Assurance with Appropriate Authorities managing the sub framework by December, 2023	Two Quality Assurance Agencies Coordination Meetings were held in May and November 2023.
13.	Standards and Quality Assurance	Improved reporting	MSE Framework Reports	Implementation of the M&E Framework	Three M&E Framework Quarterly reports were submitted at the end of first, second and third quarters of 2023, while the 4 th Quarter report was still being developed at the close of the year under review.
14.	Corporate Services	Improved efficiency	Percentage of learner records uploaded on the QMIS by December 2023.	70% of awarding bodies submitting learner achievement records for 2023.	20 out of a total of 110 accredited awarding bodies representing 18% submitted learner achievement records in 2023.
15.	Standards Setting	Strategic Plan in place	Review of strategic plan	Launch and implementation 2022 – 2026 Strategic Plan being implemented.	The 2022 – 2026 Strategic Plan was of launched in March 2023 and is currently being implemented.
16.	Corporate Services	Improved Service Delivery	Develop and implement a service delivery charter	95% of activities conducted in line with the service delivery charter by December 2023	84.5% of services were delivered within the ZAQA Service Delivery Charter.
17.	Corporate Services	Positive Corporate Image	Percentage of adherence to ZAQA Core Values	100% adherence to ZAQA Core Values by all staff in 2023	Based on the performance assessment of staff for 2023, all staff adhered to ZAQA Core values 100%
18.	Corporate Services	Improved human resources	At least 80% of staff achieving 85% of their set targets	Develop and implement a staff Training Plan for 2023 by June 2023	A training plan was developed. Implementation was done partially due to financial challenges

19.	Corporate Services	Improved service delivery		85% implementation of the organization structure by December 2023.	As at end of the year, the Authority's establishment was 27 out of 32 (84.4%)
20.	Corporate Services	Improved accountability	Unqualified audit report	Unqualified audit report by December 2023	The auditors issued an unqualified audit report after audit of the 2023 financial statements
21.	Corporate Services		Percentage of activities conducted within approved budget	95% of 2023 activities conducted within approved budget	96% of activities in 2023 were conducted within budget
22.			% budget from other sources	25% of budget from other sources (other than GRZ)	15% of income in the year 2023 was from other sources other than Government Grant
23.	Corporate Services	Improved institutional infrastructure	Staff accommodated	Secure funds for infrastructure development	Due to budgetary and financial constraints, the Authority was unable to set aside funds for infrastructure development

4.0 RISK MANAGEMENT

The following activities were undertaken in order to mitigate risks in the year under review:

4.1 RISK MANAGEMENT POLICY

The Authority, with the assistance of the Internal Auditors, HLB Zambia, developed and implemented the Risk Management Policy, for the identification and management of identified risks.

4.2 RISK REGISTER

The Authority developed a Risk Register which identified forty-five risks as indicated in Table 8.

Table 8: Summary of Identified Risks, Risk Values and Colour Codes

Colour Code	Risk Value	Number of Risks Identified
Red	32-50	11
Orange	18-24	17
Yellow	10-16	11
Green	1-8	6

5.0 FINANCE

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

5.1 BUDGET PERFORMANCE

The total approved budget for 2023 was ZMW 27,926,361. Of the budgeted amount, the Authority recorded income of ZMW 27,792,108 as indicated in Table 9.

Table 9: Income Received in the year

	2023 Budget Performance			
	Actual (ZMW)	Budget (ZMW)	Variance (ZMW)	% Variance
Government funding	16,162,185	16,162,188	0	0%
Other GRZ Funding*	7,449,655	0	7,449,655	100%
Registration and Accreditation	426,000	2,354,000	(2,824,000)	(82%)
Validation and Evaluation	3,281,950	2,700,000	459,200	22%
Other Income	472,318	6,710,174	(6,237,855)	(93%)
Total	27,792,108	27,926,361	(134,253)	(0.5%)

* This was a special funding for payment of PAYE arrears and outstanding gratuities

5.1.1 The Authority received all the funding allocated from the Treasury in the year under review.

5.1.2 The Authority continued to experience challenges in receiving qualifications for accreditation from Appropriate Authorities hence the number of qualifications targeted for accreditation could not be achieved. This impacted the income anticipated from the Registration and Accreditation of qualifications.

5.1.3 Additional GRZ funding was received by the Authority in the year under review for payment of outstanding arrears to the Zambia Revenue Authority (ZRA) in respect of Pay As You Earn (PAYE) as well as outstanding staff gratuities.

Table 10 and Figure 4 show total revenue performance in the last Six (6) years:

Table 10: Income trends for 6 years

Year	Recorded Revenue	Budgeted Revenue	Variance	% variance
2018	10,694,725.00	17,484,075.00	(6,789,350.00)	(39%)
2019	11,196,487.00	20,429,075.00	(9,232,588.00)	(45%)
2020	12,820,765.00	24,178,115.00	(11,357,350.00)	(47%)
2021	19,051,263.00	28,569,892.00	(9,518,629.00)	(33%)
2022	19,554,871.00	29,175,004.00	(9,620,133.00)	(33%)
2023	27,792,108.00	27,926,361.00	(134,253.00)	(0.4%)

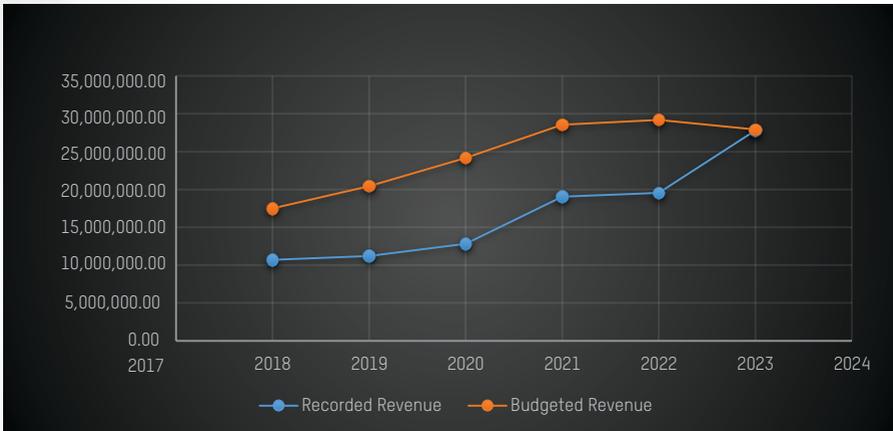


Figure 4: Income trends for 6 years

There has been a slow but steady increase in the revenue of the Authority although budgetary allocation from the Treasury remained static from 2018 to 2023.

5.2 FINANCIAL PERFORMANCE

The Authority recorded an operating surplus of **ZMW 5,413,088** (2022:(ZMW1,386,524)) in the year under review. Total expenditure for the year amounted to **ZMW22,379,022** (2022: ZMW21,155,448.) of which **ZMW 244,503** (2022: ZMW 214,055) related to non-current assets.

ZAMBIA QUALIFICATIONS AUTHORITY
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

Name of organisation	Zambia Qualifications Authority
Nature of organisation	Statutory Body Established by Zambia Qualifications Authority Act No. 13 of 2011
Principal activity	Developing and Implementation of a National Qualifications Framework

Directors Names	Designation	Organization
The Directors who held office during the year were as follows:		
Mrs Anna Malata Ononuju	Board Chairperson (Retired April 2023)	Zambia Institute of Advanced Legal Education
Dr John Chileshe	Vice Chairperson	Civil Society Organisation
Mrs Vivien Chikoti	Member (Retired July 2023)	Ministry of Health
Ms. Precious Lisulo	Member	Ministry of Technology and Science
Prof. Boniface Namangala	Member	Public Universities
Mr. William Nyundu	Member	Ministry of Education
Mr. Anthony Bwembya	Member	Zambia Institute of Chartered Accountants
Prof. Kasonda Bowa	Member	Private Universities
Mr. Zechariah Luhanga	Member	Ministry of Labour and Social Security
Mr. William Ngoma	Member	Zambia Air Services Training Institute
Mrs. Jacqueline C.M Chikwama	Member	Zambia Institute of Human Resource Management
Mrs. Mercy M. Ngoma	Ex-Officio	Zambia Qualifications Authority

Business Address	Ground Floor Finsbury Park Kabwe Roundabout P.O. Box 51103 Lusaka Zambia	
Bankers	Investrust Bank Plc Manda Hill Shopping Centre P.O. Box 62344 Lusaka Stanbic Bank Zambia Limited Lusaka Main Branch P.O. Box 32111 Lusaka, Zambia	Zambia National Commercial Bank Lusaka Business Centre P.O. Box 33611 Lusaka
Auditors	Mark Daniels CHAZ Complex, Third Floor, Suite F3-10/F3-11 Off Great East Road Mission Drive, Waterfalls Lusaka	

Table of contents	Page
Director's Report	38 - 40
Directors' Responsibilities and Approval of the Financial Statements	41
Report of the Independent Auditor	42 - 44
Financial statements:	
Statement of Comprehensive Income	45
Statement of Financial Position	46
Statement of Changes in Funds	47
Statement of Cash Flows	48
Notes	49 - 71
Detailed operating statement	72

The Directors have the pleasure of presenting their report and audited financial statements for the year ended 31st December 2023.

1. Nature of Entity

The Zambia Qualifications Authority (ZAQA) is a statutory body under the Ministry of 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. The registration and accreditation of qualifications;
- iii. The provision of measures to ensure that standards and registered qualifications are internationally comparable and;
- iv. The provision of services in matters connected with, or incidental to the foregoing.

3. Financial results

The Authority's financial year is from 1st January 2023 to 31st December 2023.

During the financial year ended 31st December 2023, the Authority recorded a surplus of ZMW 5,413,088 as compared to a deficit of ZMW 1,386,524 during the year ended 31st December 2022.

The following is a summary of the financial results:-

	2023 ZMW	2022 ZMW
Income	27,792,108	19,554,869
Expenditure	<u>(22,379,020)</u>	<u>(20,941,393)</u>
Surplus /(deficit) for the year	5,413,088	(1,386,524)

4. Property, plant and equipment

The Authority made additions to its fixed assets by purchasing property, plant and equipment amounting to ZMW 244,503 (2022: ZMW 214,055) during the year. In the opinion of the Directors, the carrying value of property and equipment is not less than its recoverable amount.

5. Health, Safety and Environmental Issues

The Authority continued to ensure the health, safety and welfare at work of its employees and protecting other persons against risks to health and safety arising out of, and in connection with, the activities at work of those employees.

6. Number of employees

The average number of persons employed by the Authority and their remuneration during the financial year was as follows: -

Month	<u>Salaries and allowances</u>		<u>Number of employees</u>	
	2023	2022	2023	2022
	ZMW	ZMW		
January	722,273	765,596	25	25
February	772,001	798,913	25	25
March	831,514	814,789	28	32
April	795,462	859,972	29	33
May	890,193	840,919	30	29
June	873,833	741,395	29	28
July	893,571	759,418	28	27
August	835,043	906,275	28	27
September	1,009,613	865,060	28	28
October	1,121,924	790,943	30	27
November	1,134,852	771,593	30	27
December	1,118,326	957,949	30	25

7. Directors

The following Directors held office during the year under review:

Mrs Anna Malata Ononuju	Board Chairperson	Retired in April 2023
Dr John Chileshe	Acting Chairperson	
Ms Vivien Chikoti	Member	Retired in July 2023
Ms. Precious Lisulo	Member	
Prof. Boniface Namangala	Member	
Mr. William Nyundu	Member	
Mr. Anthony Bwembya	Member	
Prof. Kasonda Bowa	Member	
Mr. Zechariah Luhanga	Member	
Mr. William Ngoma	Member	
Mrs. Jacqueline C.M Chikwama	Member	
Mrs. Mercy M. Ngoma	Ex-Officio	

8. Directors' fees and Remuneration

The Authority paid fees to the members of the board of Directors in the period under review amounting to ZMW 806,881 (2022 – ZMW 643,220).

9. Other material facts, circumstances and events

The Directors are not aware of any material fact, circumstance or event which occurred between the accounting date and the date of this report which might influence an assessment of the Authority's financial position or the results of its operations.

10. Annual financial statements

The annual financial statements set out on pages 11 to 14 have been approved by the Directors.

11. Auditors

The auditor, Mark Daniels, have indicated their willingness to continue in office.

By order of the Board



Chief Executive Officer

_____ 2024

Sections 22 and 23 of the Zambia Qualifications Authority Act No. 13 of 2011 require 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, the Directors 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. 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. The Directors 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:

- a) The statement of financial position is drawn up so as to give a true and fair view of the state of the affairs of the Authority as at 31 December 2023; and
- b) 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 2023;
- c) There are reasonable grounds to believe that the Authority will be able to meet all its financial obligations and pay its debts as and when they fall due.

The Directors are also 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 misstatement and loss.

Nothing has come to the attention of the Directors to indicate that the Authority will not remain a going concern for at least twelve months from the date of the statement of financial position.

The financial statements which appear on pages 11 to 14 were approved by the Directors.



Dr John Chileshe
Acting Board Chairperson

_____ 2024



Mrs. Mercy Ngoma
Chief Executive Officer / Ex-Officio

_____ 2024

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of the Zambia Qualifications Authority, which comprise the statement of financial position as at 31 December 2023, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

In our opinion the financial statements give a true and fair view of the financial position of the Zambia Qualifications Authority as at 31 December 2023 and of its financial performance and cash flows for the year ended and have been properly prepared in accordance with the International Financial Reporting Standards.

Emphasis of matter

The accompanying financial statements have been prepared assuming that the Authority will continue as a going concern. As discussed in note 1 to the financial statements, the Authority has recorded net liabilities of ZMW 6.7 million and has an accumulated deficit that raises substantial doubt about the Authority's ability to continue as a going concern beyond a reasonable time. Financial statements do not include any adjustments that might result from the outcome of this uncertainty. However, our opinion on the financial statements has not been qualified in this respect.

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 International Ethics Standards Board for Accountants' Code of Ethics (IESBA Code), and we have fulfilled our other ethical responsibilities' in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF ZAMBIA QUALIFICATIONS AUTHORITY (CONTINUED)**

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or have no realistic alternative but to do so. Those charged with Governance are responsible for overseeing the Institution reporting process.

Auditor's 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 judgement and maintain professional scepticism 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 control 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 Institution internal control.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.

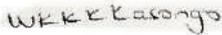
INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF ZAMBIA QUALIFICATIONS AUTHORITY (CONTINUED)

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Authority to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the institutions audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other Legal and Regulatory Requirements

In our opinion, the financial statements of the Zambia Qualifications Authority as of 31 December 2023, 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. The accounting and other records have been kept in accordance with the requirements of Zambia Qualifications Authority Act No. 13 of 2011.



Chartered Accountants

Lusaka

_____ 2024

Winston Kasongo AUD/F003127

Partner signing on behalf of the firm

Statement of comprehensive income

	Notes	2023 ZMW	2022 ZMW
Income	6	27,319,790	19,141,383
Technical expenses	14	<u>(12,036,640)</u>	<u>(11,584,101)</u>
Surplus before administrative & operating expenses		15,283,150	7,557,282
Other income	6	472,318	413,486
Operating expenses	15	<u>(10,342,380)</u>	<u>(9,357,292)</u>
Surplus/(deficit) for the year		5,413,088	(1,386,524)
Other comprehensive gains/(losses)		<u>-</u>	<u>-</u>
Total comprehensive Surplus/(deficit) attributable to the Authority		<u>5,413,088</u>	<u>(1,386,524)</u>

The notes on pages 49 to 71 form an integral part of these financial statements

Statement of financial position

	Notes	2023 ZMW	2022 ZMW
ASSETS			
Non-current assets			
Property, plant and equipment	8	1,009,183	1,436,872
Intangible assets	9	<u>113,022</u>	<u>151,772</u>
		<u>1,122,205</u>	<u>1,588,644</u>
Current assets			
Inventories	10	260,760	262,693
Trade and other receivables	11	150,282	107,634
Cash and cash equivalents	12	<u>1,667,855</u>	<u>935,699</u>
		<u>2,078,897</u>	<u>1,306,026</u>
Total assets		<u>3,201,102</u>	<u>2,894,670</u>
Accumulated Deficit			
Accumulated deficit	16	<u>(5,553,657)</u>	<u>(10,994,798)</u>
Current liabilities			
Trade and other payables	13	<u>8,754,759</u>	<u>13,889,468</u>
Total funds and liabilities		<u>3,201,102</u>	<u>2,894,670</u>

The Directors acknowledge their responsibilities for complying with the requirements of the Zambia Qualifications Authority Act No. 13 of 2011 with respect to accounting records and the preparation of financial statements.



Chief Executive Officer /
 Ex-Officio

Date:



Acting Board Chairperson

Date:

The notes on pages 49 to 71 form an integral part of these financial statements

Statement of changes in funds

	Accumulated deficit ZMW	Total ZMW
At 1st January 2022	(9,615,234)	(9,615,234)
Prior year adjustment (Note 19)	6,960	6,960
Restated balance	(9,608,274)	(9,608,274)
Deficit for the year	(1,386,524)	(1,386,524)
Total comprehensive deficit	(1,386,524)	(1,386,524)
At 31st December 2022	(10,994,798)	(10,994,798)
At 1st January 2023	(10,994,798)	(10,994,798)
Prior year adjustment (Note 19)	28,053	28,053
Restated balance	(10,966,745)	(10,966,745)
Surplus for the year	5,413,088	5,413,088
Total comprehensive Surplus	5,413,088	5,413,088
At 31st December 2023	(5,553,657)	(5,553,657)

The notes on pages 49 to 71 form an integral part of these financial statements

Statement of cash flows

	Notes	2023 ZMW	2022 ZMW
Cash flow from operating activities			
Surplus for the year		5,413,088	(1,386,524)
Profit on disposal of non-current assets		-	(52,360)
Prior year adjustment (Note 19)		28,053	6,960
Depreciation		672,192	750,816
Amortisation of software		38,750	191,267
(Increase) in trade and other receivables		(42,648)	150,536
Increase in inventories		1,933	(135,731)
Decrease in trade and other payables		<u>(5,134,709)</u>	<u>854,311</u>
Net cash generated from operating activities		<u>976,659</u>	<u>379,275</u>
Investing activities			
Proceeds on disposal of fixed assets		-	52,358
Purchase of property, plant and equipment	8	(244,503)	(214,055)
Purchase of software	9	-	(155,000)
Net cash used in investing activities		<u>(244,503)</u>	<u>(316,697)</u>
Net changes in cash and cash equivalents		732,156	62,578
Opening cash and cash equivalents		935,699	873,121
Increase/(Decrease) in cash and cash equivalents		732,156	62,578
Closing cash and cash equivalents		<u>1,667,855</u>	<u>935,699</u>
Represented by:			
Cash and cash equivalents	12	<u>1,667,855</u>	<u>935,699</u>

The notes on pages 49 to 71 form an integral part of these financial statements

Notes

1. Basis of Accounting and preparation of financial statements

The financial statements of ZAQA have been prepared on the going concern basis and in accordance with the International Financial Reporting Standards (IFRS) and comply with the requirements of the ZAQA Act. They have been prepared under the historical cost convention adjusted by the revaluation of tangible fixed assets. The financial statements are presented in Zambian Kwacha except where otherwise indicated.

At the reporting date, the Authority recorded net current liabilities of ZMW 6.7 million and has an accumulated loss of ZMW 5.6 million.

The financial Statements have been prepared on a going concern basis, which assumes that the Authority will continue in operational existence for the foreseeable future.

The validity of this assumption depends on continued support from the Government.

If the Authority were unable to continue in operational existence for the foreseeable future, adjustments would have to be made to reduce the statement of financial position values of assets to their recoverable amounts, to provide for further liabilities that might arise and to reclassify property, plant and equipment as current asset

Notes (continued)

2. Application of new and revised International Financial Reporting Standards (IFRSs)

(a) New standards and amendments-applicable 1 January 2023

The following standards and interpretations apply for the first time to financial reporting periods commencing on or after 1 January 2023.

Title	Key requirements	Effective date*
IFRS 17 Insurance Contracts	<p>The overall objective of IFRS 17 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers.</p> <p>In contrast to the requirements in IFRS 4, which were largely based on grandfathering previous local accounting policies, IFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects. The core of IFRS 17 is the general model, supplemented by:</p> <ul style="list-style-type: none"> • A specific adaptation for contracts with direct participation features (the variable fee approach) • A simplified approach (the premium allocation approach) mainly for short-duration contracts <p>The main features of the new accounting model for insurance contracts are as follows:</p> <ul style="list-style-type: none"> • The measurement of the present value of future cash flows, incorporating an explicit risk adjustment, remeasured every reporting period (the fulfilment cash flows) • A Contractual Service Margin (CSM) that is equal and opposite to any day one gain in the fulfilment cash flows of a group of contracts, representing the unearned profit of the insurance contracts to be recognised in profit or loss based on insurance contract services provided over the coverage period. • Certain changes in the expected present value of future cash flows are adjusted against the CSM and thereby recognised in profit or loss over the remaining coverage period. 	1 January 2023

Notes (continued)

2. Application of new and revised International Financial Reporting Standards (IFRSs)

(a) New standards and amendments–applicable 1 January 2023

The following standards and interpretations apply for the first time to financial reporting periods commencing on or after 1 January 2023.

Title	Key requirements	Effective date*
IFRS 17 Insurance Contracts (continued)	<ul style="list-style-type: none"> • The effect of changes in discount rates will be reported in either profit or loss or other comprehensive income, determined by an accounting policy choice. • The presentation of insurance revenue and insurance service expenses in the statement of comprehensive income based on the concept of services provided during the period. • Amounts that are paid to a policyholder in all circumstances, regardless of whether an insured event occurs (non-distinct investment components) are not presented in the income statement, but are recognised directly on the balance sheet. • Insurance services results (earned revenue less incurred claims) are presented separately from the insurance finance income or expense. • A loss-recovery component of the asset for the remaining coverage of a group of reinsurance contracts held is determined and recorded in profit or loss when an entity recognises a recovery of a loss on initial recognition of an onerous group of underlying issued contracts as well as for subsequent measurement of the recovery of those losses • Entities should present separately in the statement of financial position, the carrying amounts of portfolios of insurance contracts issued that are assets and those that are liabilities, with the same requirement applying to portfolios of reinsurance contracts held • Extensive disclosures to provide information on the recognised amounts from insurance contracts and the nature and extent of risks arising from these contracts 	1 January 2023

Notes (continued)

2. Application of new and revised International Financial Reporting Standards (IFRSs)

(a) **New standards and amendments-applicable 1 January 2023**

The following standards and interpretations apply for the first time to financial reporting periods commencing on or after 1 January 2023.

Title	Key requirements	Effective date*
<p>Disclosure of Accounting Policies – Amendments to IAS 1 and IFRS Practice Statements 2</p>	<p>In February 2021, the Board issued amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statement (the PS) 2 Making Materiality Judgements, in which it provides guidance and examples to help entities apply materiality judgements to accounting policy disclosures.</p> <p>The amendments aim to help entities provide accounting policy disclosures that are more useful by:</p> <p>Replacing the requirement for entities to disclose their ‘significant accounting policies’ with a requirement to disclose ‘material accounting policy information’ and</p> <p>Adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.</p> <p>Replacement of the term ‘significant’ with ‘material’</p> <p>In the absence of a definition of the term ‘significant’ in IFRS, the Board decided to replace it with ‘material’ in the context of disclosing accounting policy information. ‘Material’ is a defined term in IFRS and is widely understood by the users of financial statements, according to the Board.</p> <p>In assessing the materiality of accounting policy information, entities need to consider both the size of the transactions, other events or conditions and their nature.</p> <p>Disclosure of standardised information</p> <p>Although standardised information is less useful to users than entity-specific accounting policy information, the Board agreed that, in some circumstances, standardised accounting policy information may be needed for users to understand other material information in the financial statements. In those situations, standardised accounting policy information is material, and should be disclosed.</p>	<p>1 January 2023</p>

Notes (continued)

2. Application of new and revised International Financial Reporting Standards (IFRSs)

(a) New standards and amendments-applicable 1 January 2023

The following standards and interpretations apply for the first time to financial reporting periods commencing on or after 1 January 2023.

Title	Key requirements	Effective date*
Definition of Accounting Estimates - Amendments to IAS 8	<p>In February 2021, the Board issued amendments to IAS 8, in which it introduces a new definition of 'accounting estimates'.</p> <p>The amendments clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of errors. Also, they clarify how entities use measurement techniques and inputs to develop accounting estimates.</p> <p>Changes in accounting estimates</p> <p>The amended standard clarifies that the effects on an accounting estimate of a change in an input or a change in a measurement technique are changes in accounting estimates if they do not result from the correction of prior period errors.</p> <p>The previous definition of a change in accounting estimate specified that changes in accounting estimates may result from new information or new developments. Therefore, such changes are not corrections of errors.</p>	31 January 2023
Deferred Tax related to Assets and Liabilities arising from Single Transaction-Amendments to IAS 12	<p>In May 2021, the Board issued amendments to IAS 12 <i>Income Taxes</i>, which narrow the scope of the initial recognition exception under IAS 12, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences.</p> <p>Determining the tax base of assets and liabilities</p> <p>The amendments clarify that where payments that settle a liability are deductible for tax purposes, it is a matter of judgement (having considered the applicable tax law) whether such deductions are attributable for tax purposes to the liability recognised in the financial statements (and interest expense) or to the related asset component (and interest expense). This judgement is important in determining whether any temporary differences exist on initial recognition of the asset and liability.</p>	

Notes (continued)

2. Application of new and revised International Financial Reporting Standards (IFRSs)

(a) New standards and amendments-applicable 1 January 2023

The following standards and interpretations apply for the first time to financial reporting periods commencing on or after 1 January 2023.

Title	Key requirements	Effective date*
Deferred Tax related to Assets and Liabilities arising from a Single Transaction – Amendments to IAS 12 (continued)	<p>Changes to the initial recognition exception</p> <p>Under the amendments, the initial recognition exception does not apply to transactions that, on initial recognition, give rise to equal taxable and deductible temporary differences. It only applies if the recognition of a lease asset and lease liability (or decommissioning liability and decommissioning asset component) give rise to taxable and deductible temporary differences that are not equal.</p> <p>Nevertheless, it is possible that the resulting deferred tax assets and liabilities are not equal (e.g., if the entity is unable to benefit from the tax deductions or if different tax rates apply to the taxable and deductible temporary differences). In such cases, which the Board expects to occur infrequently, an entity would need to account for the difference between the deferred tax asset and liability in profit or loss.</p> <p>Transition</p> <p>An entity should apply the amendments to transactions that occur on or after the beginning of the earliest comparative period presented. In addition, at the beginning of the earliest comparative period presented, it should also recognise a deferred tax asset (provided that sufficient taxable profit is available) and a deferred tax liability for all deductible and taxable temporary differences associated with leases and decommissioning obligations.</p>	1 January 2023
International Tax Reform- Pillar two Model Rules – Amendments to IAS 12	<p>The amendments clarify that IAS 12 applies to income taxes arising from tax law enacted or substantively enacted to implement the Pillar Two Model Rules published by the Organisation for Economic Cooperation and Development (OECD), including tax law that implements qualified domestic minimum top-up taxes. Such tax legislation, and the income taxes arising from it, are referred to as 'Pillar Two legislation' and 'Pillar Two income taxes; respectively.</p>	

Notes (continued)

2. Application of new and revised International Financial Reporting Standards (IFRSs)

(a) New standards and amendments-applicable 1 January 2023 (continued)

The following standards and interpretations apply for the first time to financial reporting periods commencing on or after 1 January 2023

Title	Key requirements	Effective date*
Classification of liabilities as Current or Non-Current Liabilities with Covenants – Amendments to IAS 1	<p>In January 2020 and October 2022, the Board issued amendments to IAS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:</p> <ul style="list-style-type: none"> • What is meant by a right to defer settlement. • That a right to defer settlement must exist at the end of the reporting period. • That classification is unaffected by the likelihood that an entity will exercise its deferral right. • That only if an embedded derivative in a convertible liability is itself an equity instrument would the term of a liability not impact its classification. • Disclosures 	1 January 2023

Notes (Continued)

2. Application of new and revised International Financial Reporting Standards (IFRSs) (continued)

(b) Forthcoming requirements

There are a number of standards, amendments to standards, interpretations which have been issued by the IASB that are effective in future periods and the company has decided not to adopt early.

Title	Key requirements	Effective date*
Lease Liability in a Sale and Leaseback – Amendments to IFRS 16	The amendment to IFRS 16 <i>Leases</i> specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.	1 January 2024
Disclosures: Supplier Finance Arrangements – Amendments to IAS 7 and IFRS 7	<p>In May 2023, the Board issued amendments to IAS 7 <i>Statement of Cash Flows</i> and IFRS 7 <i>Financial Instruments: Disclosures</i>.</p> <p>The amendments specify disclosure requirements to enhance the current requirements, which are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.</p> <p><i>Characteristics</i></p> <p>The amendments clarify the characteristics of supplier finance arrangements. In these arrangements, one or more finance providers pay amounts an entity owes to its suppliers. The entity agrees to settle those amounts with the finance providers according to the terms and conditions of the arrangements, either at the same date or at a later date than that on which the finance providers pay the entity's suppliers.</p> <p><i>Disclosure requirements</i></p> <p>The amendments require an entity to provide information about the impact of supplier finance arrangements on liabilities and cash flows, including terms and conditions of those arrangements, quantitative information on liabilities related to those arrangements as at the beginning and end of the reporting period and the type and effect of non-cash changes in the carrying amounts of those arrangements. The information on those arrangements is required to be aggregated unless the individual arrangements have dissimilar or unique terms and conditions. In the context of quantitative liquidity risk disclosures required by IFRS 7, supplier finance arrangements are included as an example of other factors that might be relevant to disclose.</p>	

Notes (Continued)

3 Summary of significant accounting policies

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

(a) Income

Income recognition for the Authority represents the following:

(i) Government Grants

This comprises the value of Government of the Republic of Zambia Grants appropriated to and actually received by the Authority. Government Grant is income recognized in the income statement when it is actually received and the amount received can be measured with certainty. Grant income is recognised in the income statement over the period necessary to match with related cost that is intended to compensate.

(ii) Income from rendering services.

This comprises the value of services rendered in respect of accreditation, registration, validation and evaluation of qualifications. This income is recognised in the income statement upon satisfactory execution of the performance obligations.

(iii) Other income

This comprised income from securities and other sundry sources. This income is recognised in the income statement when it is actually received and the amount can be ascertained and measured with reasonable certainty.

(b) Functional currency and translation of foreign currencies

Transactions are recorded on initial recognition in Zambia Kwacha, being the currency of the primary economic environment in which the Authority operates (the functional currency). Transactions in foreign currencies are converted into Zambia Kwacha using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the transaction at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit and loss account.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the profit and loss account within 'finance income or cost'. All other foreign exchange gains and losses are presented in the profit and loss account within 'other (losses)/gains – net'.

Notes (Continued)

3 Summary of significant accounting policies (continued)

(e) 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.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Authority and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the profit and loss account during the financial period in which they are incurred.

Increases in the carrying amount arising on revaluation are credited to a revaluation surplus reserve in funds. Decreases that offset previous increases of the same asset are charged against the revaluation surplus; all other decreases are charged to the profit and loss account. Each year the difference between depreciation based on the revalued carrying amount of the asset (the depreciation charged to the profit and loss account) and depreciation based on the asset's original cost is transferred from the revaluation surplus to accumulated funds.

Depreciation on assets is calculated using the straight-line method to allocate their cost or revalued amounts less their residual values over their estimated useful lives, as follows:

Furniture and fittings	25%
Motor vehicles	25%
Office equipment	25%
Computer equipment	33%
Software	25%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

Property, plant and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

Notes (Continued)

3 Summary of significant accounting policies (continued)

(e) Property, plant and equipment (continued)

Gains and losses on disposal of property, plant and equipment are determined by reference to their carrying amounts and are taken into account in determining profit. On disposal of revalued assets, amounts in the revaluation surplus relating to that asset are transferred to accumulated funds.

(f) Receivables

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method. A provision for impairment of receivables is established when there is objective evidence that the Authority will not be able to collect all the amounts due according to the original terms of receivables. The amount of the provision is the difference between the carrying amount and the present value of expected cash flows, discounted at the effective interest rate. The amount of the provision is recognised in the profit and loss account.

(g) Payables

Payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

(h) Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost using the effective interest method; any differences between proceeds (net of transaction costs) and the redemption value is recognised in the profit and loss account over the period of the borrowings.

Borrowings are classified as current liabilities unless the Authority has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

(i) Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

Notes (Continued)

(j) Employee benefits

(i) Retirement benefit obligations

The Authority operates a defined contribution retirement benefit scheme for all employees. The Authority and all its employees contribute to the National Pension Scheme Fund, which is a defined contribution scheme. A defined contribution plan is a retirement benefit plan under which the Authority pays fixed contributions into a separate entity. The Authority has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all benefits relating to employee service in the current and prior periods.

The Authority's contributions to the defined contribution schemes are charged to the profit and loss account in the year in which they fall due.

(ii) Other entitlements

The estimated monetary liability for employees' accrued annual leave entitlement at the balance sheet date is recognised as an expense accrual.

(k) Taxation

The Zambia Qualifications Authority is a statutory body exempt from income tax.

4 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including experience of future events that are believed to be reasonable under the circumstances.

(i) Critical accounting estimates and assumptions

The Authority makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Notes (Continued)

4 Critical accounting estimates and judgements (continued)

Receivables

Critical estimates are made by the Directors in determining the recoverable amount of impaired receivables.

(ii) Critical judgements in applying the entity's accounting policies

In the process of applying the Authority's accounting policies, management has made judgements in determining:

- the classification of financial assets
- Whether assets are impaired.

5 Financial risk management objectives and policies

The Authority's activities expose it to a variety of financial risks: Market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk. The Authority's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance, but the Authority does not hedge any risks.

(j) Fair Value Risk

Fair value is the amount at which assets and liabilities can be exchanged in a current transaction between willing parties, other than in a forced liquidation, and is best evidenced by a quoted market price, where one exists.

The estimated fair values of assets and liabilities have been determined by the Authority using available market information and appropriate valuation methodologies. However, judgement is required to interpret market data to estimate fair values. Accordingly, the estimates are not necessarily indicative of the amounts the Authority could realise in a current market exchange. The carrying amounts of the assets and liabilities approximate their fair values.

Notes (Continued)

5 Financial risk management objectives and policies (continued)

(ii) Credit Risk

The exposure to credit risk is monitored on an on-going basis. Reputable financial managements are used for investing and cash handling purposes.

Investments are allowed only in liquid securities and management does not expect to fail to meet its obligations.

(iii) Operational Risk

Certain policies, procedures and limits are properly documented in each department within the Authority and updated occasionally to take account of the changes to internal controls, procedures and limits. Management endeavours to continuously update policies and procedures.

(iv) Strategic Risk

The Authority's strategic plan is comprehensive in all aspects with particular emphasis on compliance with legal and market conditions and senior management effectively communicates the plan to all staff levels and allocates resources in line with the laid down objectives.

(v) Interest Risk

The Authority is exposed to interest rate risk to the extent of the balance of any loans and bank overdrafts taken and outstanding.

Notes (Continued)

6. Revenue

Revenue represents receipts from grants, interest earnings and miscellaneous income.

	2023 ZMW	2022 ZMW
(i) Income		
Government Grants	16,162,185	16,162,183
Other Government funding	7,449,655	-
Accreditation fees	426,000	600,000
Validation and evaluation fees	3,281,950	2,379,200
	<u>27,319,790</u>	<u>19,141,383</u>
(ii) Other Income		
Interest on fixed deposits	11,922	11,126
Sundry income	460,396	350,000
Profit on disposal of assets	-	52,360
	<u>472,318</u>	<u>413,486</u>
Total	<u>27,792,108</u>	<u>19,554,869</u>

7. Surplus/(deficit) for the year

The surplus/ (deficit) for the year is stated after charging

Total remuneration	14,860,434	13,379,110
Depreciation and amortisation	710,942	942,083
Directors remuneration	<u>806,881</u>	<u>643,220</u>

Zambia Qualifications Authority
Financial statements
For the year ended 31 December 2023

Notes (continued)

8. Property, plant and equipment

	2023			2022		
	Cost/valuation	Accumulated Depreciation	Carrying value	Cost/valuation	Accumulated Depreciation	Carrying value
	ZMW	ZMW	ZMW	ZMW	ZMW	ZMW
Owned assets						
Motor vehicles	2,411,253	(1,816,330)	594,923	2,411,253	(1,375,942)	1,035,311
Computer equipment	992,433	(777,641)	214,792	872,542	(611,627)	260,915
Fixtures and fittings	561,642	(418,780)	142,862	458,650	(374,721)	83,929
Office equipment	227,368	(170,762)	56,606	205,748	(149,031)	56,717
	4,192,696	(3,183,513)	1,009,183	3,948,193	(2,511,321)	1,436,872

The carrying amounts of property, plant and equipment can be reconciled as follows

	Carrying value at Beginning of year	Additions	Depreciation	Disposals	Depreciation Eliminated on Disposals	Carrying value at end of year
	ZMW	ZMW	ZMW	ZMW	ZMW	ZMW
Period to December 2023						
Motor vehicles	1,035,310	-	(440,388)	-	-	594,922
Computer equipment	260,921	119,891	(166,014)	-	-	214,793
Fixtures and fittings	83,925	102,992	(44,059)	-	-	142,857
Office equipment	56,716	21,620	(21,731)	-	-	56,604
	1,436,872	244,503	(672,192)	-	-	1,009,179

Zambia Qualifications Authority
Financial statements
For the year ended 31 December 2023

Notes (continued)

8. Property, plant and equipment (continued)

	Cost/valuation at Beginning of year	Additions	Depreciation	Disposals	Depreciation Eliminated on Disposals	Carrying value at end of year
	ZMW	ZMW	ZMW	ZMW	ZMW	ZMW
Period to December 2022						
Owned assets						
Motor vehicles	1,555,668	-	(520,358)	(355,000)	355,000	1,035,310
Computer equipment	320,192	114,022	(173,293)			260,921
Fixtures and fittings	59,933	60,757	(36,765)			83,925
Office equipment	37,840	39,276	(20,400)			56,716
	1,973,633	214,055	(750,816)	(355,000)	355,000	1,436,872

Notes (continued)

9. Intangible asset

	2023 ZMW	2022 ZMW
At start of year	151,772	188,039
Additions during the year	-	155,000
Amortisation	<u>(38,750)</u>	<u>(191,267)</u>
At end of year	<u>113,022</u>	<u>151,772</u>

The intangible asset represents the cost of software that is amortised over the useful life of the asset.

10. Inventories

Consumables	<u>260,760</u>	<u>262,693</u>
-------------	----------------	----------------

11. Trade and other receivables

Prepaid rent	18,603	18,603
Medical arrangements	46,551	33,861
Professional insurance	48,417	40,589
Staff receivables	35,737	11,664
Fuel prepayment	974	2,917
	<u>150,282</u>	<u>107,634</u>

12. Cash and cash equivalents

Investrust Manda Hill Branch	89,160	610,797
Stanbic Bank	879,861	317,247
Stanbic Bank Visa – Tamanga Account	2,723	6,505
Zanaco	172,568	-
Petty cash	3,000	1,150
Fixed deposit – Gratuity investment	<u>520,543</u>	<u>-</u>
	<u>1,667,855</u>	<u>935,699</u>

13. Trade and other payables

Prepayments by customers	3,957,664	3,279,659
Statutory payables	469,455	4,350,502
Other payables	470,142	487,683
Staff payables	<u>3,857,498</u>	<u>5,771,624</u>
	<u>8,754,759</u>	<u>13,889,468</u>

Notes (continued)

14. Technical expenses

	2023	2022
	ZMW	ZMW
Direct staff salaries and related expenses	8,649,426	8,358,028
Qualification network meetings/conferences	305,638	296,934
Accreditation of Qualifications	245,158	568,400
Public and stakeholder sensitisation	194,937	154,086
Validation and evaluation expenses	601,423	742,022
Development of National Occupational Standards	725,923	142,004
Motor Vehicles expenses	224,912	335,175
Information Communications Technology	837,734	494,644
Developing Working Documents	150,985	312,781
Advertising and Promotion	68,582	97,597
Collaborative Meetings	27,416	78,713
Audit of Appropriate Authorities	4,506	3,720
	<u>12,036,640</u>	<u>11,584,101</u>

15. Operating Expenses

Rent paid	955,594	920,213
General expenses	14,572	14,288
Cleaning expenses	119,127	103,424
Office refreshments	67,741	63,596
Newspapers and periodicals	28,189	20,840
Bank charges	229,186	136,303
Electricity and water	29,692	27,646
Insurance – furniture and equipment	17,274	14,298
Building repairs	36,170	20,728
Staff salaries and related expenses	6,211,008	5,021,083
Board of Directors related expenses	806,881	643,220
Depreciation	710,942	942,087
Printing and stationery expenses	424,112	456,486
Professional fees	86,560	84,216
Procurement expenses	53,590	43,850
Communication expenses	40,655	28,435
Recruitment expenses	345,704	199,834
Strategic plan and AWPB developments	165,383	482,701
Internal audit services	-	134,044
	<u>10,342,380</u>	<u>9,357,292</u>

Notes (continued)

16. Accumulated Deficit

	2023 ZMW	2022 ZMW
Opening balance	(10,994,798)	(9,615,234)
Prior year adjustment	28,053	6,960
Surplus/ (deficit) for the year	<u>5,413,088</u>	<u>(1,386,524)</u>
Balance at end of year	<u>(5,553,657)</u>	<u>(10,994,798)</u>

17. Risk Management

(a) *Capital risk management*

The Authority's objectives when managing the accumulated fund are to safeguard the Authority's ability to continue as a going concern in order to fulfil its statutory mandate to provide services to the public and other stakeholders as well as to maintain an optimal accumulated fund structure.

(b) *Classification of Financial Assets and Liabilities*

The Authority's financial assets comprise mainly cash and cash equivalents.

Management reviews the accumulated fund of the Authority on an annual basis by reviewing the risks associated with each source through assessing the gearing ratio of the Authority.

The Authority's gearing ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings including current and non-current borrowings as shown in the statement of financial position less cash and cash equivalents. The capital is equivalent to the accumulated fund as shown in the statement of financial position plus net debt.

The gearing ratio is as follows:

	2023 ZMW	2022 ZMW
Total borrowings	-	-
Less: cash and cash equivalents	<u>(1,667,855)</u>	<u>(935,699)</u>
Net debt	(1,667,855)	(935,699)
Total accumulated deficit	<u>(5,553,657)</u>	<u>(10,994,798)</u>
Total capital	<u>(7,221,512)</u>	<u>(11,930,497)</u>
Gearing ratio	<u>0%</u>	<u>0%</u>

Notes (continued)

The Authority's maximum exposure to credit risk is analysed below

(c) **Categories of financial instruments**

	2023 ZMW	2022 ZMW
Financial assets:		
-Trade receivables	150,282	107,633
-Bank and cash	<u>1,667,855</u>	<u>935,699</u>
	<u>1,818,137</u>	<u>1,043,332</u>
Financial liabilities:		
-Trade payables	<u>8,754,759</u>	<u>13,889,468</u>
	<u>8,754,759</u>	<u>13,889,468</u>

(d). **Financial Risk Management**

The ultimate responsibility for managing financial risk rests with Management. The key financial risk for the Authority is liquidity. The Authority manages the risk by managing and monitoring relationships with suppliers and continuously monitoring forecast and actual cash flows and matching maturity profiles of financial assets and liabilities.

(i) **Liquidity risk**

The Authority's risk to liquidity is a result of the funds available to cover future commitments.

The Authority manages liquidity risk through an ongoing review of future commitments and credit facilities.

	On Demand	Due within 3 months	Due within 3-12 months	Over 5 years
At 31 December 2023	ZMW	ZMW	ZMW	ZMW
Trade and other receivables	150,282			
Cash and cash equivalents	1,667,855			
Trade and other payables	(8,754,759)			
	<u>(6,936,622)</u>			

	On Demand	Due within 3 months	Due within 3-12 months	Over 5 years
At 31 December 2022	ZMW	ZMW	ZMW	ZMW
Trade and other receivables	107,634	-	-	-
Cash and cash equivalents	935,699	-	-	-
Trade and other payables	(13,889,468)	-	-	-
	<u>(12,846,135)</u>	-	-	-

Notes (continued)

17. Risk Management (continued)

(ii) 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

	2023	2022
	USD	USD
	\$1	\$1
Mid-rate	20.91	16.94
Spot rate	20.94	16.98

18. Related party transactions

In the context of the Authority, related party transactions include any transactions made by any of the following:

- (a) The Government of the Republic of Zambia
- (b) The Board of Directors and Key management of the Authority

The following transactions were carried out with related parties:

	2023	2022
	ZMW	ZMW
(i) Income from GRZ		
Grant	16,162,185	16,162,183
Other funding	7,449,655	-
	<hr/>	<hr/>
(ii) Key management compensation		
Board members	806,881	643,220
Key management remuneration	<u>2,440,840</u>	<u>3,280,068</u>

Notes (continued)

19 Prior year adjustments

	2023 ZMW	2022 ZMW
Over provision of audit fees	14,616	-
Over provision of newspaper periodicals	9,842	-
Others	<u>3,595</u>	<u>6,960</u>
	<u>28,053</u>	<u>6,960</u>

20. Capital commitments

There were no capital commitments as at the period-end (2022: Nil)

21. Contingent liabilities

There were no contingent liabilities as at the period-end (2022: Nil)

22. Events subsequent to balance sheet date

There has not arisen since the end of the financial year any item, transactions or event of a material and unusual nature likely, in the opinion of the Directors of the Authority, to affect substantially the operations of the economic entity, the results of those operations or the state of affairs of the economic entity in subsequent financial years.

23. Comparative figures

Comparative figures are restated where necessary to afford a reasonable comparison.

Detailed income statement

	2023 ZMW	2022 ZMW
Income	27,792,108	19,554,869
Technical Expenses		
Direct staff salaries and related expenses	8,649,426	8,358,028
Qualification network meetings/conferences	305,638	296,934
Accreditation of Qualifications	245,158	568,400
Public and stakeholder sensitisation	194,937	154,086
Validation and evaluation expenses	601,423	742,022
Development of National Occupational Standards	725,923	142,004
Motor Vehicles expenses	224,912	335,172
Information Communications Technology	837,734	494,644
Developing Working Documents	150,985	312,781
Advertising and Promotion	68,582	97,597
Collaborative Meetings	27,416	78,713
Audit of Appropriate Authorities	4,506	3,720
	<u>12,036,640</u>	<u>11,584,101</u>
Administrative and other operating expenses		
Rent paid	955,594	920,213
General expenses	14,572	14,288
Cleaning expenses	119,127	103,424
Office refreshments	67,741	63,596
Newspapers and periodicals	28,189	20,840
Bank charges	229,186	136,303
Electricity and water	29,692	27,646
Insurance – furniture and equipment	17,274	14,298
Internal audit services	-	134,044
Building repairs	36,170	20,728
Staff salaries and related expenses	6,211,008	5,021,083
Board of Directors related expenses	806,881	643,220
Depreciation	710,942	942,087
Printing and stationery expenses	424,112	456,486
Professional fees	86,560	84,216
Procurement expenses	53,590	43,850
Communication expenses	40,655	28,435
Recruitment expenses	345,704	199,834
Strategic plan and AWPB developments	165,383	482,701
	<u>10,342,380</u>	<u>9,357,292</u>
Surplus/(deficit) for the year	<u>5,413,088</u>	<u>(1,386,524)</u>



Registered Office
Zambia Qualifications Authority
Finsbury Park
P.O Box 51103
Lusaka, Zambia
Tel: +260 211 843050/ 843053
Email: info@zaqa.gov.zm
Website: www.zaqa.gov.zm
Facebook: [@ZAQA2016](https://www.facebook.com/ZAQA2016)
Twitter: [@ZAQA_ZAMBIA](https://twitter.com/ZAQA_ZAMBIA)
WhatsApp: 0972 559 301