



COUNCIL ON HIGHER EDUCATION

ANNUAL

FINANCIAL YEAR

Report

2021/2022

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COUNCIL ON HIGHER EDUCATION

PART

GENERAL INFORMATION

I. PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME:	Council on Higher Education
REGISTRATION NUMBER (if applicable):	None
PHYSICAL ADDRESS:	1 Quintin Brand Street Persequor Technopark Pretoria 0020
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WEBSITE ADDRESS:	www.che.ac.za
EXTERNAL AUDITORS:	Auditor-General South Africa
BANKERS:	Standard Bank, Brooklyn Branch, Fehrsen Street, Brooklyn, Tshwane
COMPANY/ BOARD SECRETARY	Mr Tshifhiwa Eric Netshidzati

2. LIST OF ABBREVIATIONS/ACRONYMS

APPTED	Association of Private Providers of Education, Training and Development
CAT	Credit Accumulation and Transfer
CEO	Chief Executive Officer
CESM	Classification of Educational Subject Matter
CFO	Chief Financial Officer
CHE	Council on Higher Education
DBE	Department of Basic Education
DHET	Department of Higher Education and Training
DSI	Department of Science and Innovation
EQA	External Quality Assurance
EXCO	Executive Committee of Council
HEI	Higher Education Institution
HELTASA	Higher Education Learning and Teaching Association of Southern Africa
HEMIS	Higher Education Management Information System
HEQC	Higher Education Quality Committee
HEQC EXCO	Executive Committee of the HEQC
HEQCIS	Higher Education Quality Committee Information System
HEQSF	Higher Education Qualifications Sub-Framework
HR	Human Resources
HRRC	Human Resources and Remuneration Committee
IAC	Independent Actuaries and Consultants (in Financial Section)
IAC	Institutional Audits Committee
ICT	Information and Communication Technology
ICTCoC	Information and Communication Technology Committee of Council
INQAHEE	International Network for Quality Assurance Agencies in Higher Education
IQA	Internal Quality Assurance
LIS	Library and Information Services
LLB	Bachelor of Laws
MANCO	Management Committee
MRAC	Monitoring, Research and Advice Committee
NGC	Nominations and Governance Committee
NLRD	National Learners' Records Database
NPPSET	National Plan for the Post School Education and Training
NQF	National Qualifications Framework
NRF	National Research Foundation
NSRC	National Standards and Reviews Committee
PCHESI	Portfolio Committee on Higher Education, Science and Innovation
PFMA	Public Finance Management Act I of South Africa, Act I of 1999
PSET	Post School Education and Training
QCTO	Quality Council for Trades and Occupations
RPL	Recognition of Prior Learning
SAAIR	South African Association for Institutional Research

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SADC	Southern African Development Community
SAQA	South African Qualifications Authority
SAQAN	Southern African Quality Assurance Network
SCM	Supply Chain Management
SER	Self-Evaluation Report
POPIA	Protection of Personal Information Act
QA	Quality Assurance
QAF	Quality Assurance Framework
QC	Quality Council
TESF	Transforming Education for Sustainable Futures
TVET	Technical and Vocational Education and Training
UCDP	University Capacity Development Programme
UFS	University of the Free State
UJ	University of Johannesburg
UMALUSI	Council for Quality Assurance in General and Further Education and Training
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNESCO-ROSA	UNESCO Regional Office for Southern Africa
UNISA	University of South Africa
USAf	Universities South Africa
ZimCHE	Zimbabwe Council on Higher Education

3. FOREWORD BY THE CHAIRPERSON

The year 2021/22 has been a period of re-emergence, in more ways than one. Globally, and as a country we have started to emerge from the shadow that the COVID-19 Pandemic cast on our daily lives, the way we interact with people and on our work. Important lessons have been learnt, including not taking for granted the presence of people in our lives, the power of personal rather than remote interactions and the need to take care to maintain a productive work-life balance.

The higher education sector is also in a state of re-emergence. COVID-19 restrictions on our campuses have largely been lifted, whilst much care is still being taken to protect the health and safety of staff and students.

A comprehensive study concluded by the CHE during 2021/22 highlighted some of the challenges that the higher education sector could face in the COVID-19 era and beyond. These include, inter alia, a sharp increase in the demand for higher education; greater institutionalisation of blended/hybrid teaching and learning and increasing and widening inequalities. All role-players will need to work together to understand these issues more deeply, and to work collectively as a sector to respond to them.

Higher education institutions, drawing from the lessons learnt during the period when COVID-19 shaped how learning, teaching, community engagement and research activities could happen, are now making purposeful, informed choices about learning, teaching, and assessment modalities. As a result, there has been a shift towards the use of blended/hybrid modalities. The Council on Higher Education (CHE) is working with institutions to ensure that when new modalities are embarked on, institutions do so in ways that do not compromise the quality of learning, teaching and assessment. The CHE has appointed a Task Team on Online and Blended Learning that will make recommendations on how the accreditation of programmes can be considered for programmes that have been accredited for the contact mode of delivery and are now to be offered in online and blended modalities. The CHE is also



developing standards for online and blended learning that will underpin its quality assurance processes of accreditation and reviews.

The renewal that was articulated in the Quality Assurance Framework (2021) (QAF) is being vigorously pursued as we work towards its implementation in 2024. The sector is being engaged on it, and 6 regional workshops were held to present

and take input on how the external quality assurance processes will be implemented to ensure reliable assessment of the internal quality assurance systems of higher education institutions. Valuable input has been received that is assisting to finalise the implementation processes for the external quality assurance functions of the CHE.

The QAF requires that institutions take greater responsibility for their own quality, and this means developing robust internal quality assurance mechanisms at all levels of the institution and involving all staff and students in issues of quality. Going forward from 2024, the CHE will adopt a differentiated approach to its engagements with higher education institutions based on an assessment of the robustness, comprehensiveness, and effectiveness of their internal quality assurance systems. Between now and the introduction of the QAF, higher education institutions should place much effort in building strong internal quality assurance systems.

The CHE's Research, Monitoring and Advice function continues to be an area of strategic focus, as the organisation works to reinforce its scholarly and intellectual identity. A really pleasing aspect is that a greater number of substantial research projects are being undertaken, contributing to knowledge generation on higher education issues, and the findings are being used to underpin advice to the Minister of Higher Education, Science and Innovation. In the year under review, the CHE provided advice to the Minister of Higher Education Science and Innovation on the remuneration of vice-chancellors and senior executives; on articulation from the Technical and Vocational Education and Training college sector into higher education; and on the potential challenges

that face higher education in South Africa post-Covid-19 pandemic.

There has been a rapid evolution of Information, Communications and Technology (ICT) trends, social and educational practices, economic and cultural influences. These have all necessitated the development of a new Digital Transformation Strategy and an associated digital roadmap for the CHE. These important instruments were approved by Council on 9 March 2022 and their implementation is intended to provide the CHE with the digital capability to implement the new QAF; provide a mechanism to optimize and re-engineer pertinent business processes; improve service delivery to CHE stakeholders and the education sector; improve the digital competence of staff; and ensure fit-for-purpose technology acquisitions. Implementation is underway and the first twenty projects have been initiated.

Following the end of the term of office of the Transformation Oversight Committee, Minister Nzimande requested that the CHE incorporates sectoral oversight of transformation as an additional mandate to its functions. The CHE has started to formulate its approach to taking this mandate forward, including through initiating the conceptualization of a transformation monitoring framework, and through incorporating an integrated focus on transformation across all the external quality assurance functions of the QAF as the nature of these EQA functions are being finalised. Recent horrific incidents of racism and gender-based violence at some of our higher education institutions indicate that there is much work to be done in this area.

The financial year 2021/22 marked the third year of implementation of the CHE's current 5-year Strategic Plan 2020-2025. Like the first two years of implementation, the organisation has again recorded good performance. Forty-eight (48) of the fifty (50) output indicators in the Annual Performance Plan were fully achieved, and in some cases the targets were exceeded, representing a 96% achievement rate. An unqualified audit opinion was received from the Auditor-General, and the few issues that were identified in the audit were able to be corrected before this annual report was finalized. Council members, members of all the governance committees and the staff of the CHE are congratulated for the work well done.

Professor N. Themba Mosia's term of office as

Chairperson of Council ended on 14 July 2022. He served the CHE as Chairperson with distinction for 9 years and has assisted greatly to lead the crafting of the strategic direction for the CHE, and to ensuring effective governance oversight on the operations of the organization. Professor Mosia leaves the CHE on a sound forward trajectory. We formally record the CHE's appreciation to Professor Mosia for his astute leadership and the massive contribution he has made over these years.

In 2023, the CHE will be celebrating its 25th anniversary, and we look forward to celebrating the contribution that it has made to advancing quality in, and knowledge of higher education in South Africa.

In closing, a number of serving Council members are finishing their second term in office and this is the last annual report submitted by that team before they exit the system. On behalf of the Council, I wish to thank the Minister of Higher Education, Science and Innovation, Dr BE Nzimande for his unwavering support to the CHE, and for entrusting us with the responsibility to serve the country through ensuring quality higher education in all its institutions.



Prof Mvuyo Ernest Tom

Interim Chairperson

Date: 31 July 2022

4. CHIEF EXECUTIVE OFFICER'S OVERVIEW

The 2021/22 financial year has been a very productive year for the Council on Higher Education (CHE), as the content of this annual report serves to demonstrate. The 2021/22 Annual Performance Plan, the plan for the 3rd year of implementation of the current 2020-2025 Strategic Plan, provided the context and delineated the work that the CHE committed to for the year. Forty-eight of the fifty performance targets were met, representing a 96% achievement rate, significantly up from the 76.5% achievement rate recorded in the previous financial year.



The Strategic Outcomes contained in the Strategic Plan are operationalized and achieved through 4 programmes: Management of the HEQSF; Quality Assurance; Research, Monitoring and Advice and Corporate.

A director has been appointed to lead the Management of the HEQSF Directorate and took up this position on 1 February 2022. Challenges were experienced in the migration of the Higher Education Quality Committee Information System (HECQIS) from SAQA to the CHE, related to proprietary software on which the system depends. This resulted in the output indicator regarding the number of data uploads onto the National Learner Records Database (NLRD) not being fully achieved. One rather than two uploads were finalised during the year. The outstanding upload has now been done, and an agreement is in place with the South African Qualifications Authority (SAQA) to enable uploads for the 2022/23 financial year. The CHE has taken the decision to build a new data management system that will manage data submissions from private and public higher education institutions and the development of this system is underway.

The review of the Higher Education Qualifications Sub-Framework (HEQSF) is well underway. The Review Panel has produced a report that identifies areas of the HEQSF that are recommended for amendment. The report will be released for comment by institutions and other higher education role-players and the HEQSF will be reviewed based on the input that is received. The goal is that a revised

HEQSF is published as policy by the end of the 2022/23 financial year.

Qualification standards for the Bachelor of Pharmacy and the Higher Certificate in Emergency Care were finalised in 2021/22. The national review of doctoral degrees offered by 28 higher education institutions; a project undertaken in partnership with the National Research Foundation (NRF), was

concluded in June 2021. All 28 institutions have an HEQC-approved improvement plan in place and the CHE will monitor the implementation of these plans to their successful conclusion. A Doctoral Degrees National Report was published which identifies several areas in doctoral degree provisioning that can be strengthened. The CHE and the NRF plan to host a series of dialogues on doctoral degree provisioning with a view to encouraging the range of role-players to work together to address the areas that need strengthening.

The CHE was able to meet all the targeted timeframes set for the range of accreditation-related processes. The new joint online accreditation/registration application form went live on 1 January 2022. The new online form enables an institution to apply for CHE programme accreditation and SAQA registration at the same time, and this process will further shorten the time it takes to obtain accreditation and registration. Professor K Naidoo, who very competently led the accreditation function of the CHE for many years, retired at the end of January 2022. The CHE records its appreciation to Professor Naidoo and wishes her an enjoyable retirement.

The second cycle of national institutional audits is progressing well. Institutional audits have been initiated at all 26 public universities and they are all at different stages of the process depending on the dates on which the audit was initiated, and the dates agreed with each institution on submission of self-evaluation reports (SER) and for planned site visits. By the end of the financial year, 6 universities had submitted a SER, as per agreed timeframes. The institutional audits are being well received in the sector and the CHE is appreciative of the effort that the institutions

are putting into the exercise. The institutional audits of the private higher education institutions are being initiated in line with their reaccreditation cycles and the first set of institutional audits of private higher education institutions will be initiated in the 2022/23 financial year.

Despite a small staff complement which must be strengthened going forward, the Research, Monitoring and Advice programme continues to increase the CHE's contribution to knowledge creation and knowledge dissemination about higher education and to reinforce the CHE's identity as a knowledge hub and intellectual centre in higher education. Several research projects were concluded in the 2021/22 financial year, for which reports were/are being produced. The research projects include the following: Promotion of epistemic access and success in higher education; Evaluation on the effective and efficient use of resources by public universities; Reimagining higher education post-COVID-19 and Articulation from Technical and Vocational Education and Training (TVET) into Higher Education. The latter two research projects were used to inform proactive pieces of advice that were submitted to the Minister of Higher Education, Science and Innovation. A Review of Higher Education in South Africa Twenty-five Years into Democracy was concluded, and the release of the report is imminent. Additional publications that were finalized include Kagisano No. 13: Advancing the Notion of the Fourth Industrial Revolution within the Context of Transformation of Higher Education; VitalStats 2020 and the following Briefly Speaking articles: The Governance and Management of Teaching and Learning: The Need to Acknowledge the Role of Academics; Problematising Student Feedback to Incorporate the Ethics and Rigour of Academic Research; A Closer Look at the Age Structure of Academic Staff in Public Universities in South Africa; and The Academic Precariat: Post-doctoral Fellows in South African Higher Education. The CHE also organized several sectoral dialogues on these themes. The CHE staff members have been operating fully from their offices from 1 June 2022. However, all necessary precautions to limit the ongoing risks posed by COVID-19 are being maintained. The post occupancy rate has remained steady at 85% or above for the entire year, and there is thus some stability in the staffing. The limitation placed on the Compensation of Employees budget by National Treasury severely restricts the ability of the CHE to completely fill all the posts on its approved organizational structure and this is an issue that

requires attention. It results in reliance on contract staff and on the extended use of peer academics to assist with core organizational work.

As in previous years, there has been no irregular, wasteful and fruitless expenditure at the CHE, as attested to in the unqualified audit opinion. The baseline budget allocation of the CHE was largely used, and under-expenditure has mostly been a result of rollover funds received in November, very late in the financial year to ensure effective use of them.

The CHE is on a steady trajectory in terms of executing its mandate in the sector, and the CHE staff are warmly thanked for their unquestioned commitment to their work, even under sometimes difficult conditions. We are also very grateful for the oversight and leadership provided by Council members and members of all the governance structures. In particular, management and staff wish to record their sincere appreciation to the former Chairperson of Council, Professor N. Themba Mosia for his remarkable leadership of the organisation over the last 9 years.

In closing, we also wish to acknowledge the contribution of Professor Narend Bajinath, who led the CHE as Chief Executive Officer from 2015 to 2020, and who sadly passed away this year. He has left an outstanding legacy, not just at the CHE, but for the higher education sector as well. Hamba Kahle, Narend.



Dr Whitfield Green

Chief Executive Officer

Date: 31 July 2022

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of our knowledge and belief, we confirm the following:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by the Auditor-General.

The annual report is complete, accurate and free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by the National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board applicable to the public entity.

The accounting authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The accounting authority is responsible for establishing and implementing a system of internal control which has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the public entity for the financial year that ended on 31 March 2022.

Yours faithfully



Dr Whitfield Green
Chief Executive Officer
Date: 31 July 2022



Prof Mvuyo Ernest Tom
Interim Chairperson
Date: 31 July 2022

6. STRATEGIC OVERVIEW

6.1. Vision

Innovative, quality higher education responsive to the needs of society.

6.2. Mission

The CHE is the independent, statutory, quality assurance and advisory body for South African higher education, which transforms lives in pursuit of an equitable, prosperous and innovative society. In fulfilment of its role, the CHE:

- Leads and manages external quality assurance;
- Regulates qualifications through the HEQSF;
- Is an intellectual hub for higher education research, monitoring, policy, and critical discourse; and
- Advises the Minister on all higher education matters.

6.3. Values

In pursuit of its vision and mission the CHE is committed to and guided by the following values:

- Innovation
- Integrity
- Equity
- Respect
- Accountability

7. LEGISLATIVE AND OTHER MANDATES

The CHE is an independent statutory body established in May 1998 as provided for by section 4 of the Higher Education Act (Act No. 101 of 1997, as amended), and it also functions as the Quality Council for Higher Education in terms of the National Qualifications Framework Act (Act No 67 of 2008, as amended). It is a Schedule 3A national public entity in terms of the Public Finance Management Act (Act No. 1 of 1999).

The Higher Education Act (Act No.101 of 1997, as amended), mandates the CHE to:

- advise the Minister responsible for higher education and training on any aspect of higher education at the request of the Minister or on its own initiative;
- arrange and co-ordinate conferences;
- promote quality assurance in higher education, audit the quality assurance mechanisms of higher education institutions, and accredit programmes of higher education;
- publish information regarding developments in higher education, including reports on the state of higher education, on a regular basis; and
- promote access of students to higher education institutions.

In terms of the National Qualifications Framework Act, the CHE as the Quality Council (QC) for higher education is mandated to:

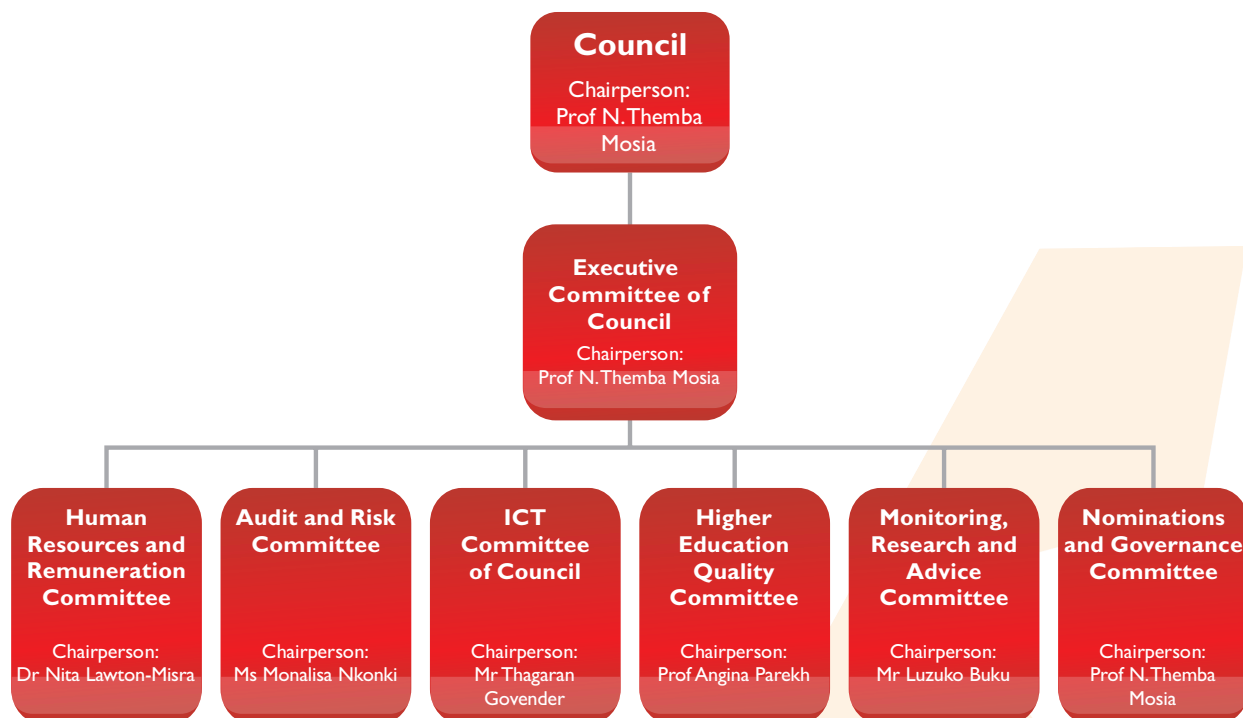
- comply with any policy determined by the Minister in terms of section 8(2)(b);
- consider the Minister's guidelines contemplated in section 8(2)(c);
- collaborate with the SAQA and other QCs in terms of the system contemplated in section 13(1)(f)(i);
- develop and manage its Higher Education Qualifications Sub-framework (HEQSF), and make recommendations thereon to the Minister;
- advise the Minister on matters relating to its sub-framework;
- consider and agree to level descriptors contemplated in section 13(1) (g) (i), and ensure that they remain current and appropriate;
- develop and implement a suite of policies and criteria, to facilitate the implementation of the HEQSF and the NQF, and protect their integrity;
- develop and implement policy for quality assurance, and ensure the integrity and credibility of quality assurance;
- maintain a database of learner achievements and related matters for the purposes of this Act, and submit such data in a format determined in consultation with the SAQA for recording on the national learners' records database contemplated in section 13(1)(l);
- conduct or commission and publish research on issues of importance to the development and implementation of the sub-framework; and
- inform the public about the HEQSF and NQF.

The mandate of the CHE has also been enriched and/or elaborated on by government policy positions articulated in, among others, the following policy documents:

- Draft National Plan for the Post School Education and Training (NPPSET), 2019;
- Articulation Policy for the Post-School Education and Training System in South Africa, 2017;
- White Paper for Post-School Education and Training, 2013;
- National Development Plan, 2012;
- National Plan for Higher Education, 2001; and
- Education White Paper 3: A Programme for the Transformation of Higher Education, 1997.

8. ORGANISATIONAL STRUCTURE

Council Structure



Management Structure





COUNCIL ON HIGHER EDUCATION



PART

**PERFORMANCE
INFORMATION**

1. AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the Report of the Auditor-General.

Refer to pages 103 to 107 of the Report of the Auditor-General, published as Part E: Financial Information of the 2021/22 Annual Report.

2. SITUATIONAL ANALYSIS

2.1 Service Delivery and Organisational Environment

2.1.1 External Environment Analysis

The COVID-19 pandemic continued to be a factor impacting on the post school education and training (PSET) sector, society and the economy during the 2021/22 financial year. However, higher education has transitioned from emergency responses to the crisis to a state of being able to work more effectively within the constraints imposed by the pandemic. The sector has been required to rethink traditional notions of quality and means of undertaking quality assurance, as new modalities of teaching, learning, assessment and research have emerged. Whilst online and blended learning seems set to become a continued and more prevalent fixture of the higher education environment post-pandemic, significant concerns for example, have been highlighted regarding academic integrity in online and blended learning settings. Staff and students have also commented on the alienation, and the increased workload and time demands that are associated with blended and online learning, and this is an area of focus for the sector going forward.

Transformation is a continuing focus area for change in the higher education environment. Inequality persists in the system - between institutions; between former Historically Disadvantaged Institutions (HDIs) and Historically White Institutions (HWIs); between urban and rural institutions; and within institutions - mirroring inequality in the wider society. There is ongoing pressure for meaningful transformation in the higher education sector, not just at the level of structure but also at the level of culture. Persistent blatant acts of racism, sexism and other forms of oppression continue to take place, pointing to deeper systemic issues that need to be addressed. Universities are bound to respond to the educational and social needs of the student population, including a large proportion of students who come from a poor economic background, many first-generation university students; and students who progress from basic education which has not adequately prepared them for the demands and rigours of university studies, with the media of instruction posing an additional constraint on success and throughput.

Rapid advances in technology, including in Information and Communication Technologies (ICTs) continue to present new opportunities for higher education teaching, learning and research, but also present more challenges of resourcing, capacity, and infrastructure. There are concerns that the technological advances, which find more traction in advantaged contexts, are exacerbating inequality, through a widening digital divide. An associated development is a rapidly changing world of work, with demands being made on higher education to produce graduates with so called 21st century skills, and who hold qualifications that are aligned to workplace demands. Higher education institutions continue

to be under pressure to undertake more regular, ongoing curriculum reform to keep their programmes relevant, responsive and agile, and to produce graduates who are employable and entrepreneurial.

Growing unemployment in an economy that continues to shrink is contributing to an increasing demand for higher education (and post-school) opportunities at low or no cost, which is placing pressure on the public purse more generally, and on the physical facilities, human resource capacity, and budgets of universities.

Whilst universities should consider how their offerings relate to the world of work and the economy, university education is much deeper than this and questions on the knowledge project, including its epistemic, social, cultural and ontological foundations, and how it relates to South African, regional, African and global worldviews need constant engagement.

Climate change and environmental sustainability are critical imperatives that are already having major social and economic impacts. Environmental disasters are becoming more common-place and increasingly more devastating. Higher education institutions have to consider the impact of all these on their operations, including their responsiveness through teaching and learning, research and innovation and community engagement.

The publication of the Policy Framework for Internationalisation of Higher Education in South Africa (Department of Higher Education and Training, 2019) provides a contextual framework that encourages the internationalisation of South African higher education, in ways that do not compromise its internal integrity. Aligned to this is increasing interest in cross-border offerings of qualifications by South African institutions in other countries and by foreign institutions in South Africa. The Policy Framework also creates the possibility of co-badged and joint qualification offerings. There is legislative, funding and quality assurance implications that flow from the policy framework which need to be clarified.

In response to many of the external and internal environmental factors, and based upon its experience in implementing the quality assurance regimen developed and implemented from more than a decade and a half ago, the CHE finalised the development of a new Quality Assurance Framework (QAF). The QAF is a strategic framework that will revitalise how the CHE and institutions exercise their QA mandate. The QAF responds to the imperatives of integrating, streamlining, simplifying, and rendering the QA system more cost-effective, efficient, and impactful.

The QAF reaffirms and strengthens the developmental focus to quality assurance, and will support the development of capacity in at least the following professional categories and ranks:

- Quality assurance practitioners at different levels of the system other than at HE institutions;
- Quality assurance researchers and evaluators;
- Higher education leaders and management; and
- Practitioners, and professional and administrative staff specialising in quality assurance at institutional level.

The focus is now on preparing the CHE and the sector for the full implementation of the QAF, which is planned to take place from 2024.

The CHE furthermore recognises a need to focus on establishing strong partnerships and working relationships with various key players in the higher education system. It is essential that the CHE functions in a collaborative and complementary role with the DHET as it plays a vital role in funding and supporting innovation and technological development in higher education, which intersect with the objectives of the CHE. In addition, the CHE recognises the importance of maintaining sound relationships with other stakeholders, including Universities South Africa (USAf), the National Research Foundation

(NRF), the South African Qualifications Authority, the other two quality councils, professional bodies, as well as regional and international quality assurance network organisations.

2.1.2 Internal Environment Analysis

The CHE has benefitted from an increased funding allocation from the fiscus, and this is allowing the organisation to more fully execute its mandates. The staff complement is much more stable, and the organisation has been able to maintain a post occupancy rate of 85% over the 2021/22 financial year.

The COVID-19 pandemic continued to impact on work arrangements, and for much of the year, the CHE operated on a blended working model, with staff working physically from the office on a rotation basis to comply with COVID-19 regulations. Likewise, engagements with institutions and other entities were also undertaken mostly online, with more physical engagements becoming possible in the last two quarters of the financial year. Whilst there were a number of infections amongst CHE staff, thankfully the organisation has not suffered any loss of staff members during the pandemic.

The CHE set 50 targets for achievement in the financial year and all but two have been achieved. This represents a 96% target achievement rate for the financial year.

The expenditure rate has been significantly impacted by the late approval of rollover funds, which the organisation received in November 2021. Despite vigorous efforts to utilise the funds effectively, and within PFMA prescripts, a significant proportion of the rollover funds remained unspent.

A Digital Transformation Framework for the CHE was approved by Council and a range of projects to enhance the digital capabilities of the organisation has been completed. Some were still underway and others were to be initiated pending availability of funds.

Delays in the accreditation of programmes created much dissatisfaction in the past and was largely due to the upsurge in applications that the CHE received as institutions strove to meet the 31 December 2019 deadline to have replacement programmes in place for programmes that were deemed not to be aligned to the HEQSF during the HEQSF alignment process. This bulge in accreditation applications has now been successfully handled and there is a steady decline in the number of accreditation applications. Applications are now being processed within the set timeframes.

The second round of institutional audits is proceeding smoothly and the audits in all the public institutions have been initiated and are underway.

The national review of South African doctoral qualifications has been concluded. Institutions are implementing improvement plans focused on areas identified for improvement. The Doctoral Degrees National Report was approved by the HEQC for publication, dissemination and engagement in the sector.

The CHE experienced significant difficulties with the handover of the Higher Education Quality Committee Information System (HEQCIS) from SAQA, due to proprietary software owned by a particular service provider that the system relied on. A further agreement with SAQA was put in place to enable the CHE to fulfil its legislative requirement to upload student achievement records to the National Learner Records Database (NLRD). The CHE has taken a decision to develop a new system for collecting, recording and analysing data from higher education institutions.

Policy development continued steadily during the year. The review of the Higher Education Qualifications Sub-Framework (HEQSF) has made good progress and a report with recommended changes has been finalised. It will be shared with all stakeholders for comment, after which the review will be completed. A policy on articulation into and within higher education is being developed and has gone through

several drafts already.

The CHE is very focused on growing its research, monitoring and advice capabilities as it positions itself much more strongly as an intellectual hub and a centre of scholarship in higher education. Multiple research projects are underway and result in seminal publications when completed. The organisation uses its research and monitoring activities to develop advice for the Minister of Higher Education, Science and Innovation, in response to specific requests from the Minister, and proactively based on areas of importance that the CHE identifies. Three pieces of advice were submitted to the Minister in the financial year, on the remuneration of university vice chancellors and senior executives, on articulation from technical and vocational education and training to higher education, and on challenges that higher education in South Africa could face in the COVID-19 era.

The preparations for implementation of the Quality Assurance Framework in 2024 are ongoing. A QAF Implementation Preparation Project Plan was approved for funding through a University Capacity Development Programme (UCDP) collaborative grant. Key achievements thus far include the following:

- A concept and design for the QAF Management Information System and the Institutional Quality Dashboards has been developed and consultations on it are underway.
- The detailed processes for implementing the external quality assurance functions of accreditation, quality reviews, standards development and capacity development are under development and the first set of proposals were presented for engagement at 6 regional workshops held during the last quarter of 2021/22.
- A working group to develop higher education practice standards has been put in place, and has taken the initial steps of crafting an approach to the work.
- A high-level organisational structure for the CHE that will support the implementation of the QAF has been developed and further work is underway towards its finalisation.

2.2 Key Policy Developments and Legislative Changes

During the year under review, the key policy developments and legislative changes that impacted on the work of the CHE were as follows:

- The work to review the Higher Education Qualifications Sub-Framework (HEQSF) is ongoing. By the end of the financial year, the review panel had generated a report with recommendations on changes that should be made to the HEQSF. This will be sent to all stakeholders for input after which the HEQSF will be revised, taking into account the input that will be received. The target is to publish a revised HEQSF by the end of the 2022/23 financial year.
- The CHE initiated the development of a policy on articulation into and within higher education and this is expected to be finalised during the 2022/23 financial year.
- The Protection of Personal Information Act 4 of 2013 (POPIA) came into full effect on 1 July 2021. The CHE has revised its internal policies to ensure compliance with the POPIA and has developed its privacy policy and the associated privacy notice.

2.3 Strategic Outcomes and Implementation Programmes

Flowing from the analysis of the internal and external environmental factors, the strategic responses and the institutional policies, five strategic outcomes have been identified to be pursued over the period 2020 – 2025. These are as reflected below:

Strategic Outcome 1: CHE as an effective custodian of the HEQSF (revitalised and fully implemented HEQSF)

Outcome Statement – To manage the development and implementation of the HEQSF policies, qualification standards and data to meet the goals of the NQF, NPPSET and the National Development Plan (NDP).

Strategic Outcome 2: Comprehensive and coherent quality assurance system for the higher education sector

Outcome Statement – To develop and implement a new Integrated Quality Assurance Framework for the effective and efficient internal quality assurance (IQA) and external quality assurance (EQA) for the sector.

Strategic Outcome 3: A reputable centre of intellectual discourse, knowledge generation and advice on higher education

Outcome Statement – To revitalise and strengthen the research, monitoring, evaluation, and advice capabilities of the CHE.

Strategic Outcome 4: Governance, compliance, and risk management

Outcome Statement – To set the broad strategic direction, policy and tone for good governance, statutory compliance, and risk management of the organisation to support the discharge of the core functions of the CHE.

Strategic Outcome 5: Sustainable, responsive, and dynamic organisation

Outcome Statement – To design and implement an organisational architecture, business processes, capabilities, and infrastructure to realise the strategy of the CHE.

The achievement of the above-mentioned strategic outcomes are being pursued through four Implementation Programmes, each of which comprises several functions or subprogrammes. The four programmes are:

- Programme 1: Management of the HEQSF;
- Programme 2: Quality Assurance;
- Programme 3: Research, Monitoring and Advice; and
- Programme 4: Corporate.

2.4 Progress towards Achievement of Institutional Impacts and Outcomes

The 5-year Impact Statement adopted for the 2020-2025 Strategic Plan requires that the CHE executes its mandate in a manner that assists in ensuring that “South Africa’s historical injustices are redressed, and its citizens have improved quality of life through equitable higher education opportunities.”

As detailed above, 5 strategic outcomes were identified as the means through which the desired impact could be achieved. They are:

- The CHE as effective custodian of the HEQSF;
- Comprehensive and coherent quality assurance systems for the higher education sector;
- A reputable centre of intellectual discourse, knowledge generation and advice on higher education;
- Governance, compliance and risk management; and
- Sustainable, responsive and dynamic organisation.

Yearly targets are set towards achievement of the outcomes over the 5-year period of the current Strategic Plan, and for the 2021/22 financial year, 96% of the set targets were achieved as shown in the table below.

Table 1: Achieved targets during the 2021/22 financial year

Programme	Management of the HEQSF	Quality Assurance	Research, Monitoring and Advice	Corporate	Overall
No. of indicators	15	10	9	16	50
No. achieved	14	10	9	15	48
No. not achieved	1	0	0	1	2
% achieved	93%	100%	100%	94%	96%

Only two targets were not achieved, as shown in the tables below. The reasons for their non-achievement are also summarised in the tables:

a. Programme: Management of the HEQSF

Subprogramme: Data Management		
Output Indicator	Targeted Annual Achievement	Actual Annual Achievement
2.5.5.2c: Number of data uploads onto the NLRD in a particular financial year.	2	1
<p>Explanation: The second data submission cycle that ended on 31 December 2021 has not been submitted. As a result, there was not any uploading onto the NLRD during the January/February 2022 NLRD data load cycle. This is due to challenges with the service provider that was not approved for use by National Treasury. This service provider owns the validation software through which the data is received from private higher education institutions and validated before upload to the NLRD.</p> <p>A process has now been put in place and with SAQA's approval, the upload was made by end June 2022.</p>		

b. Programme: Corporate

Subprogramme: Communications and Stakeholder Relations		
Output Indicator	Targeted Annual Achievement	Actual Annual Achievement
2.5.5.16b: Percentage of CHE staff who visit the Intranet and engage with the content shared thereat, within a particular financial year.	75%	61%
Explanation: There are multiple platforms that have been introduced for staff to access and engage with organisational information including MS Teams, Yammer, Email, staff newsletter, etcetera. This could also have been impacted by the mail migration to Office 365 where several employees account experienced technical challenges.		

The section that follows provides detailed performance information and a discussion on achievements in each of the programmes and their subprogramme.

2.5 Institutional Programme Performance Information

2.5.1 Programme 1: Management of the HEQSF

This programme comprises of the following five subprogrammes:

- Qualification Standards Development;
- Data Management;
- Policy Development and Review;
- Partnerships and Collaboration; and
- Quality Promotion and Capacity Development.

The purpose of the Management of the HEQSF Programme is to manage the development and implementation of HEQSF policies, qualification standards and data in order to meet the goals of the NQF, NPPSET and the National Development Plan (NDP).

The five subprogrammes contribute to the overall purpose of the programme stated above.

The Qualifications Standards Development Subprogramme focuses on the development of thresholds standards for qualifications to serve as benchmarks that guide the development, implementation and quality assurance of programmes leading to qualifications on the HEQSF. The development of the qualification standards is undertaken in collaboration with communities of practice, where appropriate.

The Data Management Subprogramme focuses on establishing and maintaining a single comprehensive database for all higher education qualifications, the associated learning programmes, student enrolment and achievement. It also seeks to ensure that there is consistency between information in its database and the corresponding information in the databases of other regulatory bodies such as the South African Qualifications Authority (SAQA), professional bodies and the DHET. It further seeks to ensure the integrity of the data resources and making such easily accessible to all interested parties.

The Policy Development and Review Subprogramme focuses on maintaining the currency of the HEQSF by ensuring that it is reviewed regularly and further developed in response to changes in the NQF or other pertinent developments within the higher education sector. It is similarly responsible for the

development and review of policies that seek to facilitate the implementation of the NQF, including policies on recognition of prior learning (RPL), credit accumulation and transfer (CAT), assessment, and quality assurance, as required by the NQF Act; and other policies that are determined from time-to-time by the Minister in line with the provision of section 8(2)(c) of the NQF Act.

The Partnerships and Collaboration Subprogramme focuses on ensuring meaningful contribution to the 'system of collaboration' as envisaged in section 13(1)(f) of the NQF Act through active involvement in joint projects with SAQA, other quality councils, the DHET and professional bodies, on NQF-related matters. It is also responsible for regional and international networking on qualification frameworks, quality assurance and promotion, to facilitate sharing of information, benchmarking, and involvement in bilateral and/or multilateral collaborative initiatives, including in relevant international conventions.

The Quality Promotion and Capacity Development Programme focuses on two related areas. The first one is about developing and institutionalising a culture of quality consciousness and commitment to continuous quality improvement in higher education. This involves disseminating information on quality matters across the sector, raising awareness of and responsiveness to quality issues among all key stakeholders, developing relevant policies and good practice guides, and engaging with and supporting institutions in initiatives for quality improvement. The second one is about developing and implementing initiatives to build and strengthen capacity for high quality provision at institutional, learning programme and individual levels.

2.5.1.1 Qualifications Standards Development Subprogramme

- a. **Developing and/or reviewing thresholds standards for qualifications to ensure relevance, comparability and currency of qualifications**

Bachelor of Pharmacy, Emergency Care, Agricultural Extension and Supply Chain Management qualification standards

The development of qualification standards for the Bachelor of Pharmacy and Higher Certificate in Emergency Care progressed well. These two qualification standards were finalised during the 2021/22 financial year. The Bachelor of Pharmacy and Emergency Care Standards were approved by the HEQC at its meeting of 11 February 2022. The development of the Competency Framework for the Supply Chain Management Professionals is underway led by the National Treasury. The work on the development of a qualification standard for Supply Chain Management qualification will proceed once the Competency Framework has been approved. A Working Group to develop a qualification standard for Agricultural Extension was established and started working.

- b. **Promoting the use of the qualification standards by institutions in the design of curricula of the respective qualifications**

Three workshops to promote the use of the Doctoral qualification standard by institutions in the design of curricula of Doctoral qualifications were undertaken during the 2021/22 financial year.

2.5.1.2 Data Management Subprogramme

- a. **Developing and maintaining of a comprehensive database of qualifications, learning programmes, student enrolment and achievement for all higher education institutions**

The Higher Education Quality Committee Information System (HEQCIS) is a database of achievements for students in private higher education institutions. It has been housed at SAQA

for the last fourteen years. The process to migrate it to the CHE started twenty-four months ago and was expected to be finalised by 1 April 2021. However, there were unexpected complications which prevented the relocation of the HEQCIS database from SAQA to the CHE. A significant challenge has been the inability of the CHE to directly appoint an existing service provider for the maintenance of the existing database, in compliance with PFMA regulations. The specific complication is that the HEQCIS relies on particular validation software owned by the service provider. As a solution, the CHE has appointed a new service provider for the development of an interim database, which will ensure ongoing operation of the HEQCIS function, whilst at the same time the CHE is working to develop an expanded and enhanced HEQCIS system, which will have no proprietary software limitations, and which will hold information from public and private higher education institutions, thus addressing a further limitation of the current system which only holds data from private higher education institutions.

b. Verifying and validating of data to ensure validity, accuracy, and reliability of data

Private higher education institutions submit data to the HEQCIS through Edu.Dex, the data validation software utility. Edu.Dex points out any data discrepancies, and records that do not meet the requirements are rejected. Institutions are required to correct and resubmit these records. This process ensures that the data conforms to the HEQCIS and the NLRD's data requirements and specifications.

Once programmes are accredited to higher education institutions, they are recommended to SAQA for registration as qualifications on the National Qualifications Framework (NQF). When accreditation is withdrawn SAQA is requested to de-register the qualifications in question. A validation process is taking place to compare the records of registered qualifications held by SAQA and DHET, to the records of accredited HEQSF-aligned qualifications at the CHE.

There is also a quality assurance process between HEQCIS and SAQA to ensure that the qualifications against which enrolment and achievement records are submitted, are correctly registered on the NQF, and that the providers are accredited to offer these qualifications.

Out of the 127 PHEIs that are currently using the system, 126 submitted their qualification templates by 31 March 2022. The one institution that did not submit its qualifications template is not allowed to offer qualifications pending the outcome of a DHET process. Of the 126 institutions that had started using the system, 125 institutions (98% of all 127 unique PHEIs that are currently expected to use the system) had submitted at least one full data load each.

c. Maintaining the HEQCIS database and submitting achievement data for private higher education institutions to the NLRD

Datasets on achievement of students are extracted from HEQCIS for submission to the National Learner Records Database (NLRD) which is maintained and hosted by SAQA.

The challenges experienced with the relocation of HEQCIS to CHE and the inability of the CHE to utilise the service provider with the required validation software has meant that the second data upload for private higher education institutions for the 2021/22 financial year has been delayed. It will take place by 30 June 2022.

2.5.1.3 Policy Development and Review Subprogramme

a. Reviewing and undertaking further development of the HEQSF

The review of the HEQSF started during the previous financial year. The project was developed to run in three phases. The first phase was about conducting background research and establishing

other contextual factors. This phase was completed on 31 March 2021. The second phase started during the 2021/22 financial year, and it is about identifying specific parts of the HEQSF that should be amended or revised, providing motivation for the recommended revisions, and assessing implications of the recommended revisions to the wider higher education system.

The HEQSF Review Panel produced a comprehensive document identifying areas of the HEQSF recommended for amendment, providing detailed justification for each recommendation, and suggesting how the identified areas should be amended. This document was discussed with various stakeholder groups, including public and private higher education institutions, at special forums convened for that purpose. Written feedback was also requested from all stakeholders. The report will subsequently be sent to all institutions and other stakeholders for final input on the recommendations. The HEQSF will then be reviewed based on the input received.

b. Developing or reviewing policies related to the NQF for the higher education sector

In line with the 2018/19 Ministerial Guidelines for the implementation of the NQF, the CHE embarked on a process to develop a policy for promoting articulation into and within higher education. Background research was conducted, and some of the findings were presented to the Parliamentary Portfolio Committee on Higher Education, Science and Innovation (PCHESI) in November 2020. The research has been concluded and a panel of three academics has been established to assist with the drafting of the policy, drawing from the research.

The panel submitted a Draft Articulation Policy on 11 January 2022 which was reviewed internally and sent back to the researchers for amendments. The revised Draft Articulation Policy was received by the CHE on 22 February 2022 and was presented to a Reference Group on 17 March 2022. The plan is for the policy to be finalised and published in the 2022/23 financial year.

c. Providing support to institutions in the development and implementation of relevant institutional level policies

The CHE received several queries on its RPL, CAT and certification policies from both private and public higher education institutions. These are responded to timeously and the institutions are provided with all the support they require to understand and implement the policies effectively. The HEQCIS team has been providing support to private higher education institutions upon request regarding the uploading of data on the HEQCIS system.

2.5.1.4 Partnerships and Collaboration Subprogramme

a. Undertaking joint projects with SAQA, other QCs, the DHET and professional bodies

The CHE participated in a consultative workshop organised by the DHET to discuss the ratification of the Global Convention on the Recognition of Qualifications Concerning Higher Education, which was held on 29 April 2021. The workshop was part of the consultative processes in the development of the mechanism for ratifying the Convention.

The CHE also participated in a consultative workshop on the revision of the Recognition of Prior Learning (RPL) Coordination Policy which was organised by the Department of Higher Education and Training (DHET) on 19 August 2021. The purpose of the workshop was for the DHET to consult with stakeholders on (a) the RPL policy environment in South Africa; (b) the review of the RPL Coordination Policy, including evaluating its necessity; (c) African and international trends related to RPL; and (d) proposals for amendments to the RPL Coordination Policy.

The CHE was also represented on the NQF Task Team that looked at the offering of foreign qualifications within the three qualifications sub-frameworks of the NQF. The representatives contributed to the final report of the Task Team that was submitted to the CEO Committee led by SAQA

The CHE was also represented on the NQF Task Team that was tasked with the responsibility to develop an NQF Implementation Framework for 2021 – 2025. The Task Team completed its work and submitted the Framework to the CEO Committee, which approved it at its meeting of November 2021.

The CHE also participated in the NQF Task Team constituted to work on preparing advice to the Minister on the possible relocation of the Matriculation Board from Universities South Africa (USAf) to a relevant statutory body. The Task Team worked on its assignment and produced a report that served at the meeting of the CEO Committee for approval.

The CHE continued to participate in the SAQA convened NQF Operations Sub-Committee which is a committee that ensures that implementation of the NQF takes place within the ambit of the NQF Act and in line with NQF policies.

SAQA organised an online workshop on 07 March 2022 where all QCs were invited, as well as DBE and DHET. The workshop topic was “The value and fit of Professional Bodies in the NQF system” and the CHE presented its views on the topic at the workshop.

b. Taking part in national events, initiatives, and fora on NQF, quality assurance and promotion

The CHE participated in several key events during the financial year:

- The CHE representatives participated in the first SAQA Chairperson’s consultative workshop which was held on 25 June 2021. The workshop focused on the challenges faced by role players in the implementation of the NQF.
- The CHE participated in a national webinar on the theme ‘Student Success’ hosted by HELM Programme of Universities South Africa (USAf) on 28 September 2008. The purpose of the webinar was to provide a platform for in-depth discussion on issues pertaining to student success. The webinar had high-profile, expert speakers.
- The CHE took part in a national webinar organised and hosted by SAQA on the theme ‘The NQF and the Fourth Industrial Revolution’, and it was held on 22 November 2021. It was effectively a launch of a publication with a title that was the same as the theme of the event. Authors of the different chapters in the publication presented their respective chapters for discussion. A director from the CHE authored a chapter and made a presentation.
- The CHE participated in a national webinar organised and hosted by Universities South Africa (USAf). It was part of the Higher Education Leadership and Management (HELM) Engage series. The focus of this event was on the theme ‘Digital Ideation: A Peek Inside the University of the Future’. There were invited presentations followed by general discussions based on the presentations.
- The CHE also participated in the Durban University of Technology’s (DUT) first National Stakeholder Workshop on the Unfurling Post-School Education and Training (UPSET) project on 27 January 2022. The project is meant to strengthen articulation and the flexibility of learning and work pathways in South African PSET through establishing provincial/regional articulation hubs across the country.

c. Taking part in regional or international initiatives on qualification frameworks, quality assurance and promotion

The CHE participated in a webinar organised and hosted by JET Education Services, in cooperation with, and supported by the UNESCO Regional Office for Southern Africa (UNESCO ROSA), the SARCHI Chair in Global Change and Social Learning Systems' Transforming Education for Sustainable Futures (TESF) project at Rhodes University, and the Open Society Foundations. The webinar took place 20 May 2021. The objectives of the webinar were to launch the report, share learnings from the research with regional decision-makers within SADC, raise awareness for better inter-sectoral and joined up multi-level policymaking, and highlight and present critical areas on how policy and practice along transformative praxis pathways can be oriented towards 'just recovery' and building a better future in the SADC Region.

The CHE participated in a meeting with the President and Deputy President of the Southern Africa Quality Assurance Network (SAQAN). The purpose of the meeting was to explore the feasibility of establishing a scholarly journal on quality assurance in higher education in Southern Africa. The CHE was tasked to undertake a feasibility study on the establishment of the Journal and this study was concluded. The Feasibility Report was presented to the SAQAN General Assembly and the establishment of the Journal was endorsed. The CHE has been requested to lead its establishment and this work will be taken forward in the 2022/23 financial year.

The CHE hosted the Chief Executive Officer of the Zimbabwe Council for Higher Education (ZimCHE) on a benchmarking visit in September 2021. He had various meetings firstly with the Management Committee of the CHE, followed by meetings with the individual directorates within the CHE.

2.5.1.5 Quality Promotion and Capacity Development Subprogramme

a. Organising and convening quality fora and other workshops for public and private higher education institutions, and professional bodies

A quality promotion colloquium on articulation was organised and held on 1 September 2021 via the Zoom online platform. The theme was 'Articulation from the TVET College Sector into Higher Education'. A total of 113 participants, predominantly external to the CHE, took part in this colloquium. Participants engaged and interrogated the interventions that had been recommended as possible ways to promote articulation from the TVET Colleges into higher education institutions. They also identified and prioritised those that they felt were more practical and could be implemented in the short-term.

The CHE organised and hosted three quality forums in November 2021. These were focused on presenting the report compiled by the HEQSF Review Panel to various interest groups. The report identifies areas of the HEQSF that the HEQSF Review Panel recommends being amended, provides detailed justification for each recommendation, and suggests how the identified areas should be amended. The first quality forum workshop was held on 8 November 2021 and the interest group comprised private higher education institutions. The second quality forum workshop was with professional bodies, and it was held on 9 November 2021; and the third one was with public universities, and it was held on 10 October 2021. Participants engaged the presentations based on the report and provided their comments and recommendations. They also asked questions of clarity. They left the events understanding that the process of amending the HEQSF was underway, and that they had made contributions to the process by engaging with the presentation and the report itself.

b. Compiling and producing good practice guides on relevant themes

The work of compiling a ‘Good Practice Guide on Student Engagement in Quality Assurance and Promotion’ entered its final phase. A full draft of the Good Practice Guide was completed, and it was tabled at a meeting of the Management Committee of the CHE in October 2021, and later at a meeting of a Policy Reference Group where it was discussed intensely and possible gaps that required filling in were identified. The draft was subsequently revised taking into consideration feedback received at the meetings of the Management Committee of the CHE, and the Policy Reference Group. Some members of the Policy Reference Group also provided written feedback after the meeting. The Draft Good Practice Guide was revised with inputs from the Reference Group. The document was then presented before the HEQC EXCO on 18 February 2022. The purpose of the submission was to seek permission from the committee to send the document to the higher education institutions for their inputs. However, permission was not granted for the document to be sent to HEIs in its current form. The HEQC EXCO advised that the draft document be sent to critical readers for their input including a stakeholder workshop. The critical readers will be contracted in the new financial year to review the document. Also, workshops will be held to solicit inputs from institutions, professional bodies, and students.

c. Coordinating the capacity development initiatives associated with the QAF

A QAF Implementation Preparation Plan was developed and submitted to the Department of Higher Education and Training on 11 May 2021 to be considered for funding as a national collaborative project, and approval of the plan was received on 4 August 2021.

Research on QAF capacity development needs was undertaken by the CHE. The QAF capacity development plan, which will address the needs of HEIs and the CHE itself, emanated from the research. The QAF Capacity Development Report and the QAF Capacity Development Plan for 2022/23 were approved by the HEQC at its meeting on 11 February 2022.

A Standards Development and Capacity Development Working Group was formally established and had its first meeting on 10 December 2021, and a two-day workshop in March 2022. This group is tasked to assist the CHE with the development of Higher Education Practice Standards that will be needed as a basis for Quality Reviews as envisaged in the QAF. Once the standards are developed, much of the QAF capacity development work will focus on building capacity in the sector on the use of the standards.

Capacity development initiatives associated with the QAF, and which sought to contribute to preparing the sector for implementation of the QAF included the following:

- In October 2021, six workshops were held to introduce universities and private higher education institutions to the new online accreditation application form that allows institutions to submit application information for CHE accreditation and SAQA registration at the same time, one of the innovations introduced as part of the introduction of the QAF.
- Between January and March 2022, six regional QAF Capacity Development and Advocacy Workshops were held across the country, with the purpose of building an understanding of how the QAF is envisaged to be implemented. The workshops had a particular focus on how the key functions of Quality Reviews, Accreditation, Standards Development and Capacity Development will be rolled out.

2.5.2 Programme 2: Quality Assurance

This Programme comprises the following four subprogrammes:

- Accreditation;
- Institutional Audits;
- National Reviews; and
- Development of the Integrated Quality Assurance Framework.

The purpose of the Quality Assurance Programme is to contribute towards the fulfilment of the mandate of the CHE as the national authority for quality assurance in higher education. The programme develops and implements processes to inform, assure, promote and monitor quality in higher education institutions (HEIs).

The four subprogrammes contribute to the overall purpose of the programme as stated above. The Accreditation Subprogramme focuses on the assessment of the quality of provision of a higher education institution either as a whole (institutional accreditation) or of specific educational programmes (programme accreditation) in order to formally recognise the institution and/or the programmes as having met certain predetermined criteria or standards of quality. The outcome of this process is normally the awarding of a status of recognition, and a 'licence' to operate within a specified time period.

The Institutional Audits Subprogramme focuses on the assessment and review of an institution's capacity for the quality assurance of its academic activities in a manner that meets the institution's specified mission, goals and objectives; and engages appropriately with the legitimate expectations and needs of various internal and external constituencies. Institutional audits are an institutional-level quality assurance mechanism that assesses the internal quality assurance mechanisms within higher education institutions.

The National Reviews Subprogramme focuses on the evaluation of existing learning programmes in specific subject fields, qualification types and qualification levels across all higher education institutions that offer the particular learning programmes. The purpose of National Reviews is to establish if institutions offering particular learning programmes continue to maintain the quality of their offerings years long after they were granted accreditation. The outcome therefore is a determination to confirm or withdraw the accreditation status of the reviewed learning programme in institutions that offer it.

The Development of the Integrated Quality Assurance Framework Subprogramme focuses on the conceptualisation and development of a framework that seeks to harmonise the hitherto separated quality assurance methods and processes linked to the various quality assurance functions of the CHE. It is envisaged that such harmonisation would make it possible for the synergies between the various quality assurance functions to be leveraged. In turn, such leveraging of synergies is expected to facilitate better coordination and engender greater effectiveness and resource efficiency within the organisation. It is further expected to bring about closer alignment between various quality assurance functions of the CHE which will result in greater coherence and integration between the activities and processes of the various quality assurance functions, while eliminating possibilities of inconsistencies in outcomes on quality pronouncements.

2.5.2.1 Accreditation Subprogramme

a. **Accrediting new programmes**

A total of 301 new applications for programme accreditation were received via the HEQC-online system during the reporting period. Of these, 147 were submitted by private providers, 144 were

submitted by public universities and 10 were submitted by public nursing colleges. The NQF level breakdown of applications received during the reporting period is shown in Table 2 below:

Table 2: New Applications received via the HEQC-online by NQF Level

NQF LEVELS	Private Institutions	Public Universities	Public Nursing College
Level 5	56	10	0
Level 6	22	9	0
Level 7	42	20	1
Level 8	26	71	9
Level 9	1	24	0
Level 10	0	10	0
Total	147	144	10

Table 2 shows that the largest number of new applications received was from private higher education institutions with most of the applications being for the accreditation of NQF level 5 programmes – Higher Certificates. The majority of programmes from universities were at NQF level 8 and consisted of Postgraduate Diplomas and Honours degrees.

Table 3 shows the CESM category breakdown of new applications received during the period 1 April 2021 to 31 March 2022, split between private and public providers.

Table 3: New Applications Received per CESM Category

CESM	Number of Applications Submitted by Private Providers	Number of Applications Submitted by Public Providers	Number of Applications Submitted by Public Nursing Colleges
Agriculture, Agricultural Operations and Related Sciences	3	7	
Architecture and the Built Environment	13	2	
Visual and Performing Arts	18	5	
Business, Economics and Management Studies	53	30	
Communication, Journalism and Related Studies	2	1	
Computer and Information Sciences	6	3	
Education	18	14	
Engineering	5	11	
Health Professions and Related Clinical Sciences	12	26	10
Law	1	5	
Life Sciences	3	6	
Physical Sciences	0	3	

CESM	Number of Applications Submitted by Private Providers	Number of Applications Submitted by Public Providers	Number of Applications Submitted by Public Nursing Colleges
Philosophy, Religion and Theology	5	0	
Psychology	0	2	
Public Management and Services	4	3	
Social Sciences	2	10	
Family Ecology and Consumer Sciences	0	2	
Languages, Linguistics and Literature	1	1	
Grand Total	146	131	10

Table 3 shows that the largest number of applications received was within Business, Economics and Management Studies CESM category for both private providers and public providers.

A total of 609 programmes were tabled at the HEQC meetings during the 2021/22 financial year. The outcomes are presented in Table 4 below.

Table 4: Number of Programme per HEQC Outcome Type

HEQC Outcome	Number of Programmes
Accredited	217
Accredited (with conditions)	236
Not accredited	156
Total	609

b. Reaccrediting existing programmes for private higher education institutions

During the first quarter, three (3) programmes were tabled at the HEQC meeting. One programme was not reaccredited. The institution was afforded an opportunity to submit a representation. The other two (2) programmes were placed on notice of withdrawal of accreditation. The institution was required to submit an improvement plan and progress reports.

During the second quarter, two (2) programmes were tabled at the HEQC meeting. These programmes were linked to representations following the notice of withdrawal of accreditation of programmes submitted during the 2019 cycle. Both programmes were accredited.

During the third quarter, two (2) reaccreditation applications were tabled. One application was based on a representation in respect of withdrawal of accreditation of one programme, and the other was based on an improvement plan linked with notice of withdrawal of accreditation of four (4) programmes. Of the five (5) programmes, the accreditation of one programme was withdrawn. Two (2) of the programmes on the improvement plan were reaccredited with no conditions. The other two (2) were reaccredited with conditions.

During the fourth quarter, reaccreditation reports for three (3) institutions in the 2021 cycle covering a total of six programmes were tabled and all six programmes were reaccredited.

c. Organise and conduct site visits to verify the capacity of higher education institutions to offer quality programmes

Thirty-one (31) site visit reports served at the HEQC meetings held during the 2021/22 financial year. These were linked with reaccreditation, site applications and conditional accreditation.

2.5.2.2 Institutional Audits Subprogramme

a. Workshop relevant personnel from higher education institutions on the implementation of the new Framework and Manual for Institutional Audits

During the first quarter, the capacity development programme to train the sector on the implementation of the new Framework and Manual for Institutional Audits was approved by the Institutional Audits Committee at its meeting of 21 May 2021. The capacity development programme consists of three parts: a short course delivered on a learning management system (LMS); a series of webinars and institution-specific workshops on request. The short course was initiated on 14 June with more than 490 registered participants, and it continued until 27 July 2021. A second run of the short course was held on request by institutions from 9 September to 21 October 2021. During the second quarter, the capacity development programme continued with a second re-run of the short course. Another 3 webinars were held on 9, 16 and 23 July 2021 with good attendance from the sector.

In total, 22 institutional workshops were held on request by institutions to assist them with the preparations of their self-evaluation reports (SERs) and for site visits. Two workshops were attended with the Association of Private Providers of Education, Training and Development (APPTED) on invitation.

b. Audit the quality assurance mechanisms of higher education institutions

Institutional audits have been initiated with all the 26 public universities. Of these 21 institutions have signed agreements with the CHE detailing their SER submission dates (from November 2021 to July 2022), as well as their site visit dates (from April 2022 to November 2022) as per the Council-approved plan. The first meetings took place with these institutions, and final agreements were negotiated with the remaining 5 institutions.

After initiating the planned 21 institutional audits, first meetings were held with the institutions, and they participated in the capacity development programme. All 21 audit panels for the public universities that will have site visits in 2022 were approved by the HEQC. Some institutions requested additional panel members for strategic areas that they want to focus on. Only one institution objected to its panel which has since been re-considered.

Six institutions submitted their SERs as per the agreement letters with these institutions. The remaining 17 SERs will be received between April and July 2022. Regular follow-ups are made with institutions, and all seem to be on track to submit on time. The UNISA audit panel was formally started on 28 February 2022 and the site visit took place from 4 to 8 April 2022.

c. Other activities under the subprogrammes

The HEQC approved the Supplementary Guide for the Institutional Audits of Private Higher Education Institutions, after it was drafted by a peer reference group and consulted with the private sector on 21 October 2021. The initiation of institutional audits with private higher education institutions is planned to start later in 2022.

The Director: Institutional Audits participated in the Peak Performances: COVID-19 and the Transformation of Teaching and Learning in Higher Education Conference, of the University of Johannesburg, delivering a paper on 28 April 2021 entitled Digital learning resources: Foundation of quality blended and online learning. The Director: Institutional Audits was the invited keynote speaker at the Garmin Quality Network Workshop on 25 June 2021 and delivered a paper entitled “The CHE Institutional Audits 2021”.

The Director: Institutional Audits presented as a keynote speaker at the following conferences: the academic conference of Stadio (14 October 2021), as well as at a HELTASA lunchtime webinar on teaching excellence (27 October 2021), and at the HELTASA national conference (6 to 10 December 2021). A very successful two-day collaborative Quality Forum was hosted in conjunction with the South African Association for Institutional Research (SAAIR) with a focus on institutional audits on 19-20 October 2021.

2.5.2.3 National Reviews Subprogramme

a. Conducting National Reviews of learning programmes in specific subject fields and qualifications

i. Doctoral Studies National Review

Following approval of the Doctoral degrees national review reports by the HEQC, all 28 institutions submitted improvement plans. All the plans have since been reviewed and approved by the NSRC and the HEQC. The HEQC outcomes have been communicated to all the institutions.

The institutions were required to indicate in their submissions the following, where appropriate: proposals, strategies and/ activities to address each recommendation; resource allocations/ availability for each intervention; timelines; clear performance indicators and targets; and also, an indication of how and by whom progress on improvements would be monitored. The submissions from the institutions varied considerably in terms of comprehensiveness, depth, and style. Most of the institutions also provided evidence to support the proposals made and/or improvements already completed.

Eleven (11) of the institutions were deemed to have developed comprehensive and sound proposals for how and by when they would address the recommendations raised in their review reports. Although the other 14 institutions had adequately addressed most of their recommendations, there were a few instances where the NSRC felt that additional information should be provided in the progress reports.

Three (3) institutions whose submissions needed further improvements in many areas should resubmit a revised improvement plan by 30 May 2022. The National Standards and Reviews (NSR) Directorate was advised to engage with each one of the institutions and provide support where necessary. The meeting dates have been confirmed with all the institutions, and the first of the 3 support visits planned took place on 31 March 2022.

To ensure proper monitoring of the implementation of the improvement plans, the HEQC recommended that the institutions submit bi-annual progress reports to the CHE for review. The first progress reports are due on 30 September 2022 in this regard. The responses from the institutions have largely been positive, and they have committed to submit by the due date.

ii. *National Review of Bachelor of Laws (LLB) of Independent Institute of Education*

At its meeting of 8 April 2021, the HEQC approved the request to put the review of the 4-year LLB on hold pending finalisation of the resolution on the status of the 2-year LLB programmes by both DHET and the CHE. The review will continue in 2022 when the institution graduates its first cohort from the 4-year LLB programme. Both the 2-year and the 4-year programmes will then be reviewed together in 2022.

iii. *Proposed Special National Review of Library and Information Sciences (LIS) Programmes*

The National Standards and Reviews Directorate presented a proposal for a special national review of LIS qualifications at the National Council for Library and Information Services Committee meeting on the 21st of September 2021.

Following the meeting of the NSR Directorate with the National Council for Library and Information Services (LIS) Committee on 21 September 2021, a follow-up was held with the Heads of LIS Schools. The meeting to deliberate on the proposal with the LIS heads of Schools took place on 28 October 2021 and the proposal was well received.

b. Preparing and publishing national reports on the state of provision of the reviewed programmes or qualifications

National report on the state of doctoral degrees in South Africa

The critical readers submitted comprehensive reports to the CHE by the first week of January 2022, and the writing team redrafted the National report based on the feedback received and submitted the final report on 30 January 2022. The report was tabled at the NSRC meeting of 3 February 2022 for discussion. It was endorsed and recommended for HEQC approval with very minor suggestions for improvement. It was approved by the HEQC at its meeting of 11 February 2022 and endorsed by the CHE Council at its meeting of 9 March 2022. A service provider was appointed to prepare the report for printing and publication.

2.5.2.4 Development of the Quality Assurance Framework Subprogramme

a. Develop a QAF Implementation Preparation Plan

The CHE developed a project plan to enable the preparatory work to be undertaken for the QAF to be implemented in 2024. The QAF Implementation Preparation Project plan was submitted in partnership with the University of Johannesburg (UJ), as an application for a University Capacity Development Programme (UCDP) collaborative project grant to the Department of Higher Education and Training on 11 May 2021. Approval of the plan was received on 4 August 2021 and the funds were transferred to UJ, the CHE's implementing partner for the project, on 25 October 2021. R14m has been awarded to support the implementation of the QAF Implementation Preparation Project over 3 years and the work can now gain significant momentum. Whilst the CHE was able to allocate funds from its own budget to begin working on the implementation of the QAF, the QAF Implementation Preparation Project could only proceed in earnest once the project approval and funding was in place.

Several discussions have been held on the legislative issues that may impact on the implementation of the QAF, including a discussion with the DHET, where it was proposed that the advice of the State Attorney be solicited. This will be done.

The 18 statutory professional bodies have been engaged on the Memorandum of Agreement (MoA) that will clarify how collaboration with the CHE on quality assurance matters within the context of the QAF can take place. Many of the professional bodies have submitted input on a generic part A of the MoA which is now being finalised. Part B, an individualised section with each body will then be developed, and agreements will then be finalised and signed.

A development team has been engaged to develop the institutional quality dashboards component of the QAF-MIS. The development team has worked with the CHE to conceptualise the system and it is planned that work to develop the system will start in 2022/23.

A Working Group on QAF Standards Development and Capacity Development was also established, and the work to develop higher education practice standards is gaining momentum.

The CHE has worked internally to develop standard processes for the range of QAF external quality assurance functions. The first draft of the processes was tested with colleagues from the higher education sector during six regional workshops held between November 2021 and March 2022. Valuable input received from the workshops is being incorporated into further drafts of the operating processes.

b. Conduct research on the capacity development needs of HEIs for implementation of the QAF

The identification of QAF capacity development needs has to date taken place in two ways: research undertaken in relation to the development of the QAF, and initiatives and research undertaken as part of the QAF Implementation Preparation Project (QAF IPP). Desk-top research involved the review of a wide range of reports to distil the QAF-related capacity development needs that the reports highlighted.

In addition, a national survey of QAF-related capacity development needs was conducted across the higher education sector. This was undertaken as part of the development of the QAF, in response to comments made by institutions about the centrality and role of effective capacity development in enabling all institutions to benefit from the implementation of the QAF.

Information on capacity development needs was also gathered through regional workshops on the QAF conducted by the CHE.

A research report on the identification of capacity development needs was approved by the Higher Education Quality Committee on 11 February 2022.

c. Develop a QAF capacity development plan

Based on the research that was undertaken, a QAF capacity development plan has been developed. The priority areas for QAF capacity development that will be addressed at the inception of the QAF Capacity Development Programme are:

- i. A focus on External Quality Assurance (EQA): developing a full understanding of the QAF, the principles underpinning it, the range of EQA aspects that are contained within it, and how they will be deployed.
- ii. A focus on Internal Quality Assurance (IQA): building robust and comprehensive IQA systems, policies and processes.
- iii. A focus on quality learning and teaching, and particularly on: programme and curriculum design, development and review; online and blended learning, teaching and assessment.

- iv. A focus on information management and data analytics: using data and evidence to develop, manage, monitor and report on internal quality; and building staff capacity to use data provided by the institution's learning management system, and other institutional systems for quality assurance management, monitoring and reporting.

The QAF Capacity Development Plan for 2022/23 was approved by the Higher Education Quality Committee on 11 February 2022.

2.5.3 Programme 3: Research, Monitoring and Advice

This programme comprises the following three subprogrammes:

- Research;
- Monitoring; and
- Advice.

The purpose of the Research, Monitoring and Advice Programme is to revitalise and strengthen the research, monitoring, evaluation and advice capabilities of the CHE in order to advance the realisation of Outcome 3 in the Strategic Plan 2020 – 2025, namely, to make the CHE a reputable centre of intellectual discourse, research hub, knowledge generation and advancement on higher education. Each of the three subprogrammes seeks to contribute to the achievement of this outcome.

Research is a systematic process of collecting, processing, analysing and interpreting data or information in order to discover new facts or verify existing facts for the advancement of knowledge and development of solutions to human and societal problems. Therefore, the purpose of the Research Subprogramme is to advance knowledge on higher education with a view towards building the CHE as a knowledge hub; and to search for solutions to challenges that confront the higher education sector in the country. The dissemination of the results of research will, among others, necessitate the creation of platforms such as conferences, colloquia and symposia; and research results presented at such platforms normally generate intellectual discourses.

Monitoring is a systematic process of collecting, processing, analysing and interpreting data or information on specified variables of a subject matter in order to ascertain patterns and trends of those variables over time. Therefore, the purpose of the Monitoring Subprogramme is to establish patterns and trends of developments within the higher education system; and to assess the performance of the system against targets on national key performance indicators.

Advice is an informed opinion, recommendation or counsel provided to a person or a body to assist the latter arrive at an appropriate decision on policy position or on any other relevant course of action. Part of the legislative mandate of the CHE is to provide advice to the Minister responsible for higher education on request, or proactively on the CHE's own volition.

2.5.3.1 Research Subprogramme

a. **Undertaking or commissioning research on selected themes or topics**

Two of the three projects commissioned out to the Ali Mazrui Centre for Higher Education Studies at the University of Johannesburg have been completed and their final reports had been submitted to a professional language editor for editing. These are the projects on (a) the promotion of epistemic access and success in higher education, and (b) the evaluation of the effective and efficient use of resources by public universities. The third project, which is on the assessment of the impact of the policy of no-fee higher education for needy students on the

students' progression and success, is facing a new challenge in that the data obtained from the Department of Basic Education needs to be linked to data in Higher Education Information Management System (HEMIS), and this cannot be done because of the restrictions imposed by the Protection of Personal Information (POPI) Act unless an exemption is obtained from the POPI Act Regulator. The Department of Higher Education and Training (DHET) has been requested to assist with the process of obtaining the exemption from the POPI Act Regulator.

The draft report on the institutional climate research project was revised substantively in response to the feedback provided by the peer reviewers. The revised draft report will go through further peer review before it is finalised.

The pilot phase for the project on enhancing the mental wellness of students and staff in public higher education institutions was completed and the research instruments were accordingly refined in light of the feedback obtained from the respondents in the pilot survey. Letters were sent to Vice-Chancellors of all public universities introducing the project to them and requesting their permission that the CHE may send the survey questionnaires of their staff and students. A few universities responded granting the requested permission, while some asked that their institutional forms should be completed requesting the participation of staff and students in the survey. The forms were completed and sent back to the universities accompanied by a copy of the research proposal and research ethics clearance certificate.

Work on the project on international benchmarking of higher education institution types was completed and a report was drafted. The report is undergoing internal review.

The literature review phase of the research project on benchmarking Recognition of Prior Learning (RPL) policies and practices in higher education was completed. An interview schedule was prepared. This will be used to guide interviews of prominent global experts on the RPL as it relates to higher education. The experts have been identified and approached, and the interviews will start in April 2022. They will be held via virtual platforms.

The draft research report on reimagining higher education post-COVID-19 was significantly revised following feedback received at and after the research colloquium on 15 October 2021. This has since been peer-reviewed for a second time, and finalised.

A new project on qualifications pathways was initiated at the request of the DHET. The aim of the project is to identify multiple qualification pathways recommended for funding into and through higher education, including alignment of areas where postgraduate and gateway second undergraduate qualifications are required for professional practice; postgraduate programme pathways linked to professional pathways that lead to professional registration cross different fields of study; and pathways that lead to a professional registration which require students to complete a second undergraduate qualification (gateway second undergraduate qualifications pathways). It is expected that the findings of this project will feed into the work of the Ministerial Task Team that is working on the review of funding frameworks and policies. The research project started in February 2022. Questionnaires were sent to public universities and professional bodies in March 2022. A report on the survey phase of the project is expected by the middle of April 2022.

b. Providing platforms for fostering critical discourses on contemporary issues

The CHE was the co-organiser and co-host of the '2nd Higher Education Conference, 2021' which took place from 6 to 8 October 2021. The Research, Monitoring and Advice (RMA) Programme was responsible for two plenary sessions, one on 'reimagining university engagement within the context of a responsive, responsible and transformative university', and the other one

on ‘engaged scholarship and decolonisation, transforming higher education through community engagement’. It was also responsible for a parallel session on ‘monitoring and evaluation of the university community engagement role’. It sourced speakers and made all preparations for their presentations.

The CHE organised and hosted a research colloquium on 15 October 2021 to present and discuss the draft report on the project on reimagining the post-COVID-19 higher education landscape. The colloquium attracted about eighty participants from across the higher education sector, and it provided a platform for robust engagement with the methodology, findings, and conclusions of the study. The feedback received at and after the colloquium informed the significant revisions that were made to the draft report before it was finalised.

A workshop on higher education qualifications pathways was convened and hosted on 10 February 2022. The purpose of the workshop was to engage stakeholders on matters pertaining to higher education qualifications pathways that are popular as well as those that are not as popular with students, and assess their implications in relation to student funding and alignment to national priorities such as providing scarce skills and developing capacity for occupations in high demand. The workshop also discussed possible reasons why certain higher education qualifications pathways seem to be popular with students, and why others are not as popular; as well as possible mechanisms for making higher education qualifications pathways that are aligned to the national priorities of providing scarce skills and developing capacity for occupations in high demand more attractive to future students.

One important outcome of the workshop was that it assisted the CHE to develop a scope for a study aimed at examining the implications of higher education qualifications pathways on a range of proposals for long-term changes in policies such as those on student funding, scarce skills, and occupations in high demand.

c. Disseminate research findings through scholarly publishing

Dr Amani Saidi and his external research collaboration partners, Prof Juliet Thondhlana of the University of Nottingham in the United Kingdom, and Prof Evelyn Garwe of the Zimbabwe Council for Higher, published a paper titled ‘Evaluation of quality assurance framework for promoting quality research and innovation in higher education institutions in Zimbabwe’ in the *Journal of the British Academy*, 9(s1): 127 – 157.

Kagisano No. 13 on the theme ‘*Advancing the Notion of the Fourth Industrial Revolution within the Context of Transformation of Higher Education*’ was approved by Council for publication. Unfortunately, the publication process is delayed because of a directive from National Treasury that Supply Chain Management processes of appointing service providers should be placed on hold until the Constitutional Court has pronounced on the legality of the Supply Chain regulations. This has meant that a printing and publishing company will be appointed to publish Kagisano 13 during the first quarter of the 2022/23 financial year.

The manuscripts for Kagisano 14 on the theme ‘*Safeguarding the Quality of Provision in Higher Education in the Shift to Online Teaching and Learning in the Wake of the Coronavirus Pandemic*’ were revised by the contributing authors in response to the feedback provided by the reviewer. The revised manuscripts were sent out for further review. Authors will be requested to revise the manuscripts further following the second review. Thereafter, the manuscripts will be finalised for publication in Kagisano 14.

An agreement was signed with the *South African Journal of Higher Education (SAJHE)* to publish a special issue in March 2023 focused on papers prepared from the presentations and discussions

that took place during the conference sessions that were organised by the CHE. A call for papers was issued in February 2022 with submissions expected in June 2022. The peer review processes, revisions and resubmissions of the manuscripts are planned to take place between July and October 2022.

d. Synthesise and package research findings into policy briefs

During the first quarter, a Briefly Speaking article titled '*The Governance and Management of Teaching and Learning: The Need to Acknowledge the Role of Academics*' was compiled and endorsed by peer reviewers for uploading onto the CHE website in June 2021.

During the second quarter, a Briefly Speaking piece titled '*Problematising student feedback in quality management in higher education*', was prepared, peer reviewed and uploaded onto the CHE website to during the quarter under review.

During the third quarter, two Briefly Speaking pieces were conceptualised, drafted and submitted for peer review. One is on the Age Structure of Academic and Research Staff in Public Universities and its Implications on the Core Functions of the Universities. The other one is on the Different Understandings of the Multiple Dimensions of Transformation in Higher Education. The first one was revised and finalised following the peer review process. The second one will be revised and finalised for uploading onto the CHE website by mid-March 2022.

During the fourth quarter, a Briefly Speaking piece titled '*The Academic Proletariat: postdoctoral fellows in South African higher education*' was drafted, went through the usual process of rigorous peer review, and was finalised. The other one on the Different Understandings of the Multiple Dimensions of Transformation in Higher Education was in the stage of finalisation. This will be for April/May 2022.

2.5.3.2 Monitoring Subprogramme

a. Collating and analysing information on key trends and developments in higher education

The process of compiling *VitalStats 20* was completed, and the output is ready for publication. The electronic version has already been released. However, the process of producing printed hardcopies has been stalled because of the directive from National Treasury that Supply Chain Management processes of appointing service providers should be placed on hold until the Constitutional Court has pronounced on the legality of the Supply Chain regulations. This has meant that a service provider to design, set and print *VitalStats 20* could not be appointed.

b. Assessing the performance of the public higher education sector against national targets on key indicators

Although in March 2021 Council granted an in principle approval for the Review of the Higher Education System 25 Years into Democracy to go into the publication stage, subject to effecting the recommended improvements, it was realised that some of the improvements that Council recommended required substantive work in terms of collecting and interpreting additional data, as well as revising the narrative in the document. As a result, the improvement work took the entire first quarter of 2021/22 financial year.

Following feedback received from two additional critical readers, the draft *Review of the Higher Education System 25 Years into Democracy* underwent further improvements involving additional research and rewriting of some of the sections of the chapters.

At its meeting in January 2022, the Executive Committee of Council (EXCO) approved that the *Review of the Higher Education System 25 Years into Democracy* should proceed to the publication phase. At its meeting in February 2022, the Research, Monitoring and Advice Committee (MRAC) provided concurrence with the decision of EXCO; and Council noted the decision at its meeting of 9 March 2022. The document is now in the publication phase.

c. Developing and updating profiles for higher education institutions

Two institutional portfolios were completed during the first quarter of the financial year. These are for the North-West University and Tshwane University of Technology. Three more institutional portfolios were completed during the month of March 2022. These are for Walter Sisulu University, University of the Western Cape, and University of Zululand. This brings the total number of institutional portfolios produced during the 2021/22 financial year to five.

d. Other activities under the subprogramme

Discussions were held with the Chairpersons of the SARCHi on Teaching and Learning and the University of Johannesburg, and the SARCHi on Teacher Education at the Cape Peninsula University of Technology to collaborate on some aspects of their research work, and also on seminars. This initiative is led by the Chief Executive Officer of the CHE. The discussions identified the scope of the collaboration, and progressed to the stage of drafting collaboration agreements.

2.5.3.3 Advice Subprogramme

a. Source, analyse and package information into responsive advice

The CHE was requested by the DHET to provide an advisory commentary on the 'Draft Skills Strategy in Support of the South African Economic Recovery and Reconstruction Plan'. The commentary was duly prepared and submitted to the DHET.

The work on preparing an advisory note on the remuneration of Vice-Chancellors and other senior executive managers at the public universities was completed. The work was undertaken in response to a request for advice from the Minister. The advice was submitted.

The CHE also worked on a responsive advice on the proposed amendments to the NQF Act. This was submitted to the DHET at the end of January 2022.

b. Synthesise and package research findings into proactive advice

Two advisory notes were prepared on the CHE's own volition from finalised research reports. One was on articulation from the Technical and Vocational Education and Training college sector into higher education; and the other was on the potential challenges that higher education in South Africa in the era of COVID-19. At its meeting in February 2022, the Monitoring, Research and Advice Committee (MRAC) of Council recommended the two advisory notes to Council for approval, and in March 2022 Council approved them for submission to the Minister.

c. Other activities under the subprogramme

The inquiry into the remuneration of vice-chancellors and other senior executive managers of public university, which the Minister commissioned the CHE to undertake, was completed and the report was submitted to the Minister. The project was overseen by a Task Team of Council. The work of packaging the recommendations into a formal advisory note was completed in March 2022.

A proposal was prepared for a research project that will lead to an advisory note on the participation of black South African students in postgraduate programmes as requested by the Minister. Similarly, a Task Team to oversee work on developing an advisory note on the use of honorary academic titles was constituted and its terms of reference were drafted. The Minister requested advice on the use of honorary academic titles.

2.5.4 Programme 4: Corporate

The Corporate Programme comprises the following four subprogrammes:

- Governance;
- Corporate Services;
- Finance and Supply Chain Management; and
- Communications and Stakeholder Relations.

The purpose of the Corporate Programme is to provide leadership, oversight, systems, activities and structures that enable the organisation to operate effectively and efficiently in fulfilment of its mandates and in pursuit of its outcomes. The programme focuses on setting the policy and tone for good governance, statutory compliance, and transfer of business best practices across the organisation; and ensuring the efficient and effective provision of corporate services – administrative, financial, technical and professional - to support the discharge of the core functions of the CHE. Furthermore, the programme is the vehicle by which the organisation seeks to achieve outcomes 4 and 5 in the Strategic Plan 2020 – 2025. These outcomes are, ‘Governance, compliance and risk management’, and ‘Sustainable, responsive and dynamic organisation’.

Each of the four subprogrammes contributes to the attainment of the strategic outcomes stated above. The Governance Subprogramme fulfils a critical role in good corporate governance in ensuring that the CHE is governed and managed effectively. The subprogramme ensures compliance with government regulations, legal obligations, and reporting requirements; whilst facilitating continuous improvement in the provision of quality services. It aims to ensure that the CHE delivers on its mandate, achieves its organisational outcomes, and meets the needs of the stakeholders in the higher education sector effectively and efficiently, while upholding the highest standards of integrity. It establishes a framework for achieving good governance through outlining general principles that apply to all key role players.

The Corporate Services Subprogramme provides policy direction, strategy execution guidelines, and good governance frameworks for the effective management of human resources, information communication and technology and facilities, in furtherance of the CHE’s transformation framework and mandate. It promotes and coordinates these organisation-wide functions to enhance organisational effectiveness, productivity and interactions with internal stakeholders. It is also responsible for managing the organisational architecture and business processes to contribute to the achievement of its strategic outcomes.

The Finance and Supply Chain Management Subprogramme provides technical support to all programmes in respect of sound financial and supply chain management. The main purpose of this subprogramme is to ensure adherence to and compliance with all applicable PFMA, Treasury and Governance prescripts. It develops and oversees the implementation of frameworks, processes, procedures and guidelines for financial management and procurement. It is further responsible for financial accounting and reporting as required by the prescribing bodies and statutes.

The Communications and Stakeholder Relations Subprogramme coordinates internal and external communication for the CHE in concord with the mandate, vision, mission and value of the CHE, and its communications strategy. The subprogramme also seeks to enhance the public image of the CHE, and

promote its visibility within and accessibility to the higher education sector in the country. Furthermore, the subprogramme promotes and coordinates strategic stakeholder relations within South Africa, the SADC region, the African continent and internationally.

2.5.4.1 Governance Subprogramme

a. Developing or reviewing ICT policies, frameworks, guidelines, and procedures

Over the period under review, the following ICT policies and guideline documents were reviewed/developed:

- Bring Your Own Device Policy;
- Privacy Policy;
- Manual on the Promotion of Access to Information Act 2 of 2000;
- Privacy Notice;
- Records Management Policy
- Information Security Management Policy
- Change Management Policy and Procedure Guidelines; and
- ICT Risk Register 2021/22.

b. Developing or reviewing Human Resources policies, frameworks, guidelines, and procedures

Over the period under review, the following human resources policies and guideline document were reviewed/developed:

- Leave Policy;
- Performance Management Policy;
- Recruitment and Selection Policy;
- Long Service and Appreciation Policy; and
- Transfer of the extant Retirement Fund with Liberty Corporate Fund to the Allan Gray Umbrella Retirement Fund which offers improved benefits for employees

c. Develop or review financial management and supply chain management policies, frameworks, guidelines, and procedures

In the financial year under review, there was ongoing focus on governance and accounting policy reviews and enhancements in order to ensure compliance with the applicable guidelines from National Treasury, Accounting Standards and best practices.

All control accounts were reconciled monthly to ensure accurate reporting of monthly finance and supply chain transactions. The strategic and operational risks were identified and assessed, and progress reports were presented to the Audit and Risk Committee and Council for their recommendation and approval.

The following policies, processes and procedures were reviewed and approved:

- Applicable Rates Payable to Peer Academics;

- Budget Bid Guidelines and Procedures;
- Month-end Close Process;
- Risk Management Policy;
- Risk Management Process;
- Audit and Risk Committee Charter;
- Petty Cash Policy;
- Delegation of Authority;
- Bid Specification Committee (BSC) Terms of Reference;
- Bid Evaluation Committee (BEC) Terms of Reference;
- Bid Adjudication Committee (BAC) Terms of Reference;
- Supply Chain Management Policy;
- Classification and Useful Life of Assets;
- Debtors and Collection Policy;
- Fixed Assets Management Policy;
- Reassessment of Useful Lives and Residual Values; and
- Revenue Management Policy.

d. Organising and convening meetings of the governance structures

The Office of the CEO ensures ongoing good corporate governance and adherence to the legislative and regulatory environment and prescripts governing the CHE. The function is administered by an Organisational Secretary who in addition provides advisory, secretarial, communication, planning and reporting support services to the governance and management structures in order to ensure optimal accountability, transparency, and compliance with relevant governance principles, laws, regulations and policies.

During the 2021/22 financial year, a total of thirty-four (34) governance meetings including meetings for the Audit and Risk Committee (ARC), the Executive Committee of Council (EXCO), the Higher Education Quality Committee (HEQC), the Executive Committee of the Higher Education Quality Committee (HEQC EXCO), the Human Resources and Remuneration Committee (HRRC), the Nominations and Governance Committee (NGC), the Monitoring, Research and Advice Committee (MRAC), the ICT Committee of Council (ICTCoC) and Council were held.

In addition, a number of the Council Task Team meetings regarding an enquiry into remunerations of the University Vice-Chancellors and other Senior Executive Managers were also held during the 2021/22 financial year.

2.5.4.2 Corporate Services Subprogramme

a. Providing leading edge integrated ICT online systems in line with the Quality Assurance Framework (QAF)

The rapid evolution of Information and Communications Technology (ICT) trends, social, educational practices, economic and cultural influences have necessitated the development of a new CHE Digital Transformation Strategy and ICT strategic plan and a review of associated policies and procedures. This impetus has been further reinforced by the experience of the

COVID-19 pandemic which has accelerated the need for organisations to rapidly advance their digitisation, including that of their supply chains, stakeholder relationship management, employee engagement and in the delivery of their service functions.

Due to limited capacity within the organisation, the services of a peer academic were sourced to assist the CHE in developing the CHE Digital Transformation Strategy and ICT strategic plan. These instruments were approved by Council at a meeting held on 09 March 2022, and they represent the culmination of the inputs from various ICT maturity assessments, pertinent CHE strategic workshops and planning documents and work previously documented by the ICT department.

An ICT Maturity Assessment and a Digital Technology Mapping exercise were conducted to inform the plan. This work has received a boost through the allocation of rollover funds that were approved for the CHE, and a large number of key ICT projects are being taken forward. A Project Manager has been put in place to ensure that these projects are taken forward effectively over the time-frame that the funds can be used.

The new Digital Transformation Strategy is crucial to buttress not only the new QAF, but also the associated CHE operational processes in support of the same. It is also imperative for this strategy and associated digital roadmap to develop the collective capability and capacity of the organisation to respond effectively to change. The Digital Transformation Strategy aims to:

- Provide the CHE with the digital capability to implement the new QAF;
- Provide a mechanism to optimise and re-engineer pertinent business processes;
- Improve service delivery to CHE stakeholders and the education sector as a whole;
- Improve the digital competence of staff; and
- Ensure fit-for-purpose technology acquisitions.

b. Providing an enabling and nurturing human resources management environment through training and development of skills and talent pipeline that addresses the CHE's capacity priorities

i. Staff Training and Development

The approval of the Digital Transformation Strategy and the subsequent sourcing of technology acquisitions necessitated large-scale training and development of employees to improve the digital competence of staff. This enabled the CHE to provide a total of eighteen (18) training interventions to employees during the period under review.

ii. Employment Profile

The total number of employees at the end of the fourth quarter was forty-five (45) with seven (7) vacancies against the fifty-two (52) positions on the approved organisational structure. Two (2) of the forty-five (45) filled positions are filled on a fixed term contract basis. There was one (1) termination during the period under review and three (3) appointments for the same period.

The conception of the (i) Management of the HEQSF and Quality Promotion Directorate, (ii) the planned movement of the HEQCIS system (iii) increased workload in the Accreditation Directorates and the (iv) implementation of the QA Framework has necessitated the appointment of additional capacity over time and during the period under review. Approximately ten (10) additional employees are currently working in the aforementioned subprogrammes on a fixed-

term contract basis. These positions fall outside the extant approved organisational structure. This brings the total number of functional employees in the organisation to fifty-five (55).

ii. Employment Equity Status as at 31 March 2022

As at 31 March 2022, the overall profile in terms of race was 87% African, 4% Coloured, 0% Indian and 9% White. In terms of gender, it was 33% male and 67% female. The profile at management level in terms of race was 78% African, 9% Coloureds, 0% Indians and 13% Whites. In terms of gender, it was 33% male and 67% female. There were no staff members with a disability.

There has been a decrease in the number of males and coloureds from the previous fiscal year and a subsequent increase in the number of females organisation-wide. As at the end of the fourth quarter, there were no Indian employees. The CHE continues to experience challenges with attracting potential employees with disabilities and this is notwithstanding efforts exerted in collaboration with organisations that specialise in this area.

The planned annual target is to appoint one (1) Coloured male at the skilled level maintain the current number of female employees at all levels, and appoint one staff member with a disability (any level and racial group).

It is important to note that due to the number of employees on the approved organisational structure, the CHE is not required to submit Employment Equity Plans.

iii. Attracting and retaining the necessary capabilities in line with the approved posts on the organisational structure

The recruitment process for the position of Director: Management of the HEQSF has been concluded and the selected candidate (Dr Makhapa Makhafola) took up the position on 1 February 2022. The recruitment and selection process of the two Senior Managers in the National Standards and Review Directorate, and the Research, Monitoring and Advice Directorate were also concluded, and the selected candidates took up the positions on 1 March 2022.

The process of filling the position of Information Management Specialist has been completed and the candidate commenced during the first quarter of the new financial year.

v. Other activities under the subprogramme

COVID-19 Responsiveness

During the first quarter, the official reporting of COVID-19 infections in the organisation on 18 June 2021 and the subsequent move of the Disaster Management regulations to Adjusted Level 4 on 27 June 2021 necessitated employees to work remotely. The office building was decontaminated in line with the regulations and plans were made to have a limited number of employees in the building at a time to mitigate the risk of further infections during the third wave of the pandemic.

During the second quarter, a rise in the number of reported COVID-19 infections necessitated all employees who were not already on leave to work remotely during the last week before the December recess. The CHE had four (4) reported COVID-19 infections over a few days to 10 December 2021. A comprehensive assessment was conducted, and it included the vaccination status of all employees. This specified the need for developing a policy for the organisation, including its expectations regarding vaccination.

During the fourth quarter, the organisation had three (3) reported COVID-19 infections. The Occupational Health and Safety Committee worked on the following interventions:

- Guidelines outlining steps to be undertaken towards a mandatory vaccination policy based on the new Consolidated Direction on Occupational Health and Safety Measures in Workplace which was gazetted by the Minister of Employment and Labour.
- Development of a Hybrid or blended model of working.

The CHE has had no staff fatalities since the start of the pandemic.

2.5.4.3 Finance and Supply Chain Management Subprogramme

a. Paying eligible suppliers within 30 days from date of receipt of their invoices

Of the 214 eligible suppliers during the financial year under review, all (100 percent) were paid within 14 days after submitting their invoices.

b. Ensuring that expenditure reports are monitored, consolidated and submitted to the relevant authorities by the compliance date on a quarterly basis

Four expenditure reports were prepared and submitted to DHET and National Treasury by the compliance date during the year under review.

2.5.4.4 Communications and Stakeholder Relations Subprogramme

a. Facilitating internal flow of information and engagement with staff within the organisation

The CHE has maintained consistency in ensuring that the CHE staff is kept up-to-date with internal developments and this has been enhanced by creating a WhatsApp broadcast messaging for urgent announcements when a need arises. Linked to the intranet is Yammer which is a social platform for internal usage. The Intranet also has CHE Twitter push notifications which enable staff to engage with the content shared with external stakeholders. The newsletter "From the CEO's Office" has been a regular publication for the CHE staff. It focuses on diverse aspects of the organisation and also encourages staff contributions on their various activities. With the migration to Office 365 more digital communication platforms have been made available coupled by ongoing training which will further enhance information sharing with the staff.

b. Communicating with external stakeholders through approved channels

During the year under review, the CHE hosted several external events through Zoom webinars, workshops and short courses which were more focused on the second cycle of Institutional Audits and there has been an overwhelming participation rate from the immediate stakeholders. This has led the CHE to work towards increasing its Zoom subscription to accommodate 1000 participants per event.

The CHE released communiqués to the sector which were intended to keep the sector informed about CHE developments. The Quality Assurance Framework was published and distributed widely to all stakeholders in the sector.

The CHE hosted the following events, and they were well attended and proved to be valuable platforms for sharing information with stakeholders:

- Quality Promotion Research Colloquium 2021 under the theme ‘Articulation from the TVET College Sector into Higher Education’;
- The HEQSF Review Consultative Fora;
- Workshops on the new online programme accreditation form;
- The CHE-SAAIR Quality Forum 2021; and
- The Seminar on Academics and Agency during COVID-19: Reflections and Envisioning the Future event.

The CHE continued to work directly with key institutions in the sector, primarily the QCTO, SAQA, Umalusi, public and private higher education institutions, Universities South Africa (USAf) and the DHET.

c. Promoting, cultivating, sustaining, and increasing strategic partnerships with key stakeholders locally to support the organisation’s mandate

The CHE has taken strides to re-establish and form strategic partnerships with local stakeholders. These include jointly hosting the 2nd National Education Conference 2021 with Universities South Africa (USAf) and re-establishing the Advocacy and Communications Sub-Committee comprising of Umalusi, South African Qualifications Authority (SAQA), the CHE and the Quality Council for Trades and Occupation (QCTO) which focuses on joint campaigns and communication of the NQF and its sub-frameworks concerning the quality councils.

The CHE partnered with the Southern African Association for Institutional Research (SAAIR) to jointly organise a Quality Forum in October under the theme ‘Institutional Audits: Action, Building partnerships and Collaboration’.

The CHE welcomed a media interview with the Council Chairperson, Prof Mosia, as part of raising awareness for the Upcoming 2nd National Higher Education Conference 2021.

The CHE partnered with Higher Education Learning and Teaching South Africa (HELTASA) and with the SARChI Chair on Higher Education Teaching and Learning to host a seminar on Academics and Agency during COVID-19. The CHE is working with the SARChI Chair on Higher Education Teaching and Learning to finalise an agreement that will enable collaboration on research and on associated initiatives.

The CHE also worked collaboratively with USAf and the University of the Free State (UFS) to undertake a survey report on Staff Experience and Perspectives on Teaching and Learning and its Future. The report has been finalised and is available on the CHE website.

d. Promoting, cultivate, sustain, and increase strategic partnerships with key stakeholders internationally to support the organisation’s mandate

The CHE welcomed the Zimbabwean Council for Higher Education (ZIMCHE) on a three-day benchmarking visit. During the visit the CHE directors presented and shared information on various CHE programmes and subprogrammes with Prof Dzvimbo, the CEO of ZIMCHE.

The CHE has made a concerted effort to establish strategic partnership within the SADC region and Africa wide. The CHE is a full member of the Southern African Quality Assurance Network (SAQAN) and the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), and currently serves on the Executive Committee of SAQAN. The CHE hosted various international delegates for benchmarking their quality assurance processes, systems and

practices. In the fourth quarter Ethiopian and Kenyan delegations were hosted by the CHE. The CHE Directors participated in various international events as means of communicating the work of the CHE and establishing strategic partnerships.

e. Other activities under the subprogramme

The CHE Communication Strategy, Communication and Advocacy Plan and various protocols have been drafted, reviewed and were in the finalisation stage before seeking their approval. There has been a concerted effort to comply with the CHE Corporate Identity Manual and all online events hosted by the CHE were branded in line with the stipulations of the Manual. The newly revamped website was launched, and it addressed various problems experienced by the CHE in the past concerning accessibility of CHE digital resources and keeping stakeholders abreast with developments within the CHE.

The CHE completed the renovations of its multipurpose centre which aims to support the positioning of the CHE as a knowledge hub for higher education. The centre will support CHE staff to engage in scholarship and collaborative work. It will also enable the hosting of visiting scholars. The centre is also fitted with an online presentation studio for hosting hybrid events which enables the hosting of events of high quality through the installed audio-visual resources.

2.5.5 OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENTS TABLE

All outcomes, outputs, output indicators, targets and actual achievements are reflected in Table 5 below:

Programme 1: Management of the HEQSF

Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
(a) Subprogramme: Qualifications Standards Development								
CHE as an effective custodian of the HEQSF	Qualification standards developed for specified qualifications, or reviewed	2.5.5.1a: Number of qualification standards fully developed or reviewed in a particular financial year.	2	2	2	2	0	None
	Qualification standards developed for specified qualifications, or reviewed	2.5.5.1b: Number of qualification standards development or review processes initiated in a particular financial year.	1	3	3	3	0	None
	Events or projects for promoting use of standards	2.5.5.1c: Number of events or projects for promoting the use of qualification standards undertaken in a particular financial year	2	3	2	3	+1	The target was exceeded because there was a need to arrange workshops to promote the use of the Doctoral qualification standard.

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CHE as an effective custodian of the HEQSF	A functional database holding records of all private higher education institutions	2.5.5.2a: Percentage of private institutions that have all required sets of data records in the database in a particular financial year.	0 %	98 %	80 %	98 %	+ 18 %	The target was exceeded because there are more private higher education institutions that have all required sets of data records in the database.
		2.5.5.2b: Percentage of data sets that are verified and validated to be accurate and reliable, from all data sets submitted by private higher education institutions, in a particular financial year.	0 %	98 %	80 %	98 %	+ 18 %	The target was exceeded because more verified data sets were received from private higher education institutions.
	Submission of data to the NLRD	2.5.5.2c: Number of data uploads onto the NLRD in a particular financial year.	2	1	2	1	- 1	There was no uploading onto the NLRD during the NLRDs January/February 2022 data load cycle because of challenges encountered with the use of a service provider that owned validation software on which the data uploads rely.

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Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
CHE as an effective custodian of the HEQSF	Reviewed and/or further developed HEQSF	<p>2.5.5.3a: Completion of the following phases in the review and further development process: Phase 1: Review process Phase 2: Further development and update Phase 3: Approvals and Publication of the updated HEQSF</p>	Completed Phase 1	Completed Phase 2	Completed Phase 2	Completed Phase 2	0	None
			1 (draft)	1	1	1	0	None
			Support provided to institutions with respect to development and implementation of relevant institutional policies	4	3	4	+1	There was a need to provide an additional institution with support in respect to the development and implementation of relevant institutional policies.
	Policies developed and/or reviewed	2.5.5.3b: Number of policies developed or reviewed and approved, in a particular financial year	1 (draft)	1	1	1	0	None
	Support provided to institutions with respect to development and implementation of relevant institutional policies	2.5.5.3c: Number of higher education institutions provided with support with respect to the development and implementation of relevant institutional policies, in a particular financial year	1	4	3	4	+1	There was a need to provide an additional institution with support in respect to the development and implementation of relevant institutional policies.

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Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations	
CHE as an effective custodian of the HEQSF	(d) Subprogramme: Partnerships and Collaboration								
	Project reports or other submissions from the joint or collaborative projects with SAQA, other QCs, the DHET and professional bodies	2.5.5.4a: Number of project reports or other submissions from the joint or collaborative projects with SAQA, other QCs, the DHET and professional bodies, in a particular financial year	5	8	5	8	+3	The target was exceeded because there was a greater number of collaborations resulting in a greater number of outputs in the form of project reports or other submissions.	
	National events and/or fora on NQF, quality assurance and promotion involved in	2.5.5.4b: Number of national events and/or fora on NQF, quality assurance and promotion involved in, within a particular year	0	5	5	5	0	None	
	Regional or international initiatives on qualification frameworks, quality assurance and promotion	2.5.5.4c: Number of regional and/or international events and/or fora on qualifications framework, quality assurance and promotion involved in, within a particular financial year	4	2	1	2	+1	The target was exceeded because there was a need to participate in an additional regional and/or international events and/or fora on qualifications framework, quality assurance and promotion.	

Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
(e) Subprogramme: Quality Promotion and Capacity Development								
CHE as an effective custodian of the HEQSF	Quality for a and/or workshops organised	2.5.5.a: Number of quality fora and/or workshops organised, in a particular financial year.	2	4	3	4	+1	The set target was exceeded as there was a need to organise an additional quality forum and/or workshop.
	Good practice guides produced	2.5.5.b: Number of good practice guides produced, within a particular year.	1 (draft)	1 (draft)	1 (draft)	1 (draft)	0	None
	Capacity development interventions or initiatives coordinated	2.5.5.c: Number of capacity development interventions or initiatives coordinated, within a particular financial year.	2	12	10	12	+2	The set target was exceeded as there was a need for two additional capacity development interventions.

Programme 2: Quality Assurance

Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
Comprehensive and coherent quality assurance system for the higher education sector:	Programmes that have been through the accreditation process and are presented to the HEQC for decisions	2.5.5.6a: Percentage of programme accreditation applications received that go through the accreditation process and are presented to the HEQC within 12 months from the date of appointment of evaluators, in a particular financial year.	97%	97%	85%	97%	+12%	The target was exceeded because the CHE managed to table almost all applications at an HEQC meeting within 12 months from the date of appointment of an evaluator.
		2.5.5.6b: Percentage of programme reaccreditation applications received that go through the accreditation process and are presented to the HEQC within 18 months from the date of appointment of evaluators, in a particular financial year.	78%	100%	85%	100%	+15%	The target was exceeded because the CHE managed to table all applications at an HEQC meeting within 18 months from the date of appointment of an evaluator.
	Programmes submitted for reaccreditation and presented to the HEQC for decisions							

Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
	Site visits to higher education institutions	2.5.5.6c: Percentage of site visits undertaken whose reports at presented to the HEQC within 12 months from the date of receipt of reports from the site visit panels, in a particular financial year.	37%	100%	95%	100%	+5%	The target was exceeded because the CHE managed to table all reports at an HEQC meeting within 12 months from the date of receipt of reports from the site visit panel.
(b) Subprogramme: Institutional Audits								
Comprehensive and coherent quality assurance system for the higher education sector	Workshops on the new framework for Institutional Audits	2.5.5.7a: Number of workshops related to the new framework for Institutional Audits within a particular financial year.	8	26	10	26	+16	The target was exceeded because there was a need to hold additional workshops related to the new framework for Institutional Audits as requested by institutions.
	Institutional audits initiated	2.5.5.7b: Number of Institutional Audits initiated within a particular financial year.	11	15	10	15	+5	The set target was exceeded as the CHE was able to initiate 5 additional institutional audits in the period under review.

Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
(c) Subprogramme: National Reviews								
Comprehensive and coherent quality assurance system for the higher education sector	National Reviews initiated	2.5.5.8a: Number of National Reviews initiated, within a particular financial year.	1	1	1	1	0	None
	Approved reports on completed National Reviews	2.5.5.8b: Percentage of completed National Reviews that have their reports finalised and approved, within a particular financial year.	96%	100%	100%	100%	0	None

Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
(d) Subprogramme: Development of the Integrated Quality Assurance Framework								
Comprehensive and coherent quality assurance system for the higher education sector	Develop a QAF Implementation Preparation Plan	2.5.5.9a: An approved QAF Implementation Preparation Plan, within a particular financial year.	N/A (New indicator)	Approved Plan	Approved plan	Approved Plan	0	None
	Conduct research on the capacity development needs of HEIs for implementation of the QAF	2.5.5.9b: Approved research report on capacity development needs of HEIs, within a particular financial year.	N/A (New indicator)	Approved research report on capacity development needs of HEIs	Approved plan	Approved research report on capacity development needs of HEIs	0	None
	Develop a QAF capacity development plan	2.5.5.9c: Approved QAF capacity development plan, within a particular financial year.	N/A (New indicator)	Approved QAF Capacity Development Plan	Approved plan	Approved QAF Capacity Development Plan	0	None

Programme 3: Research, Monitoring and Advice

Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
(a) Subprogramme: Research								
A reputable centre of intellectual discourse, knowledge generation and advice on higher education	Research reports	2.5.5.10a: Number of research reports produced, within a particular financial year	2	3	1	3	+2	The target was exceeded as there was a need to produce additional research reports
	Conferences, colloquia, seminars, symposia	2.5.5.10b: Number of conferences, colloquia, seminars, or symposia organised, within a particular financial year	2	3	1	3	+2	The target was exceeded as there was a need to organise additional colloquia.
	Journal/ book publications	2.5.5.10c: Number of journals/ journal articles or books/book chapters published, within a particular financial year	3	2	2	2	0	None
	Policy briefs/Briefly Speaking	2.5.5.10d: Number of policy briefs or BrieflySpeaking articles produced, within a particular financial year	4	4	2	4	+2	The target was exceeded as there was a need to produce additional BrieflySpeaking articles.

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Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
(b) Subprogramme: Monitoring								
A reputable centre of intellectual discourse, knowledge generation and advice on higher education	Higher Education Monitor/ Review	2.5.5.11a: Number of Higher Education Monitors/ Reviews produced, within a particular financial year.	0	1	1	1	0	None
	VitalStats	2.5.5.11b: Number of VitalStats produced, within a particular financial year.	1	1	1	1	0	None
	Institutional profiles	2.5.5.11c: Number of institutional profiles produced or updated, within a particular financial year.	N/A (New indicator)	5	3	5	+2	The target was exceeded as there was a need to produce two additional institutional profiles.
(c) Subprogramme: Advice								
A reputable centre of intellectual discourse, knowledge generation and advice on higher education	Responsive advice	2.5.5.12a: Percentage of requests for advice responded to with the submission of advice, within a particular financial year	100%	100%	100%	100%	100%	None
	Proactive advice	2.5.5.12b: Number of pieces of proactive advice produced and submitted, within a particular financial year	3	2	1	2	+1	The target was exceeded as there was a need to produce and submit an additional piece of proactive advice.

Programme 4: Corporate

Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
(a) Subprogramme: Governance								
Governance, risk management and compliance	Developed or reviewed ICT policies, frameworks, guidelines and procedures	2.5.5.13a: Number of ICT policies, frameworks, guidelines, and procedure developed or reviewed, within a particular financial year.	7	11	7	11	+4	The target was exceeded because there was a need to review or develop additional ICT policies, frameworks, guidelines, and procedure.
	Developed or reviewed Human Resources policies, frameworks, guidelines and procedures	2.5.5.13b: Number of Human Resources policies, frameworks, guidelines, and procedures developed or reviewed, within a particular financial year.	7	9	7	9	+2	The target was exceeded because there was a need to review or develop additional human resources policies, frameworks, guidelines, and procedure.
	Developed or reviewed financial management and supply chain management, frameworks, guidelines and procedures	2.5.5.13c: Number of financial management and supply chain management policies, frameworks, guidelines, and procedures developed or reviewed, within a particular financial year.	2	18	8	18	+8	The target was exceeded because there was a need to develop or review additional financial management and supply chain management policies, frameworks, guidelines, and procedures.
	Scheduled meetings of the governance structures organised and held	2.5.5.13d: Number of scheduled governance meetings organised and held, within a particular financial year.	38	34	22	34	+12	The target was exceeded because there was a need to schedule additional governance meetings to deal with urgent matters.

Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations	
Sustainable, responsive, and dynamic organisation	(b) Subprogramme: Corporate Services								
	Integrated online CHE management information management system	2.5.5.14a: Number of reports for the different phases in the development of the integrated online CHE information management system submitted, within a particular financial year.	1	1	1	1	0	None	
	Staff training interventions offered	2.5.5.14b: Number of staff training interventions offered, within a particular financial year.	21 training interventions	18	15	18	+3	The target was exceeded as most staff members required training in order to continue productively working remotely during the national lockdown period, and because of the new ICT resources that have been deployed in the organisation.	
	Approved posts on the organisational structure that have incumbents	2.5.5.14c: Percentage of approved posts on the organisational structure that have incumbents throughout a particular financial year.	85%	87%	85%	87%	+2%	The target was exceeded because the organisation managed to fill most of the vacant positions.	

Strategic Outcome	Output	Output Indicators	Audited Actual Performance 2020/21	Audited Actual Performance 2021/22	Planned Annual Target 2021/22	Actual Achievement 2021/22	Deviation from planned target to Actual Achievement 2021/22	Reasons for deviations
Sustainable, responsive, and dynamic organisation	(c) Subprogramme: Finance and Supply Chain Management							
	Payments made to suppliers	2.5.5.15a: Average percentage of eligible suppliers paid within 30 days from dates of receipt of their invoices, within a particular financial year	100%	100%	100%	100%	0%	None
	Expenditure reports submitted to the DHET on a quarterly basis	2.5.5.15b: Number of approved expenditure reports submitted to DHET by the compliance date, within a particular financial year	4	4	4	4	0	None
Sustainable, responsive, and dynamic organisation	(d) Subprogramme: Communications and Stakeholder Relations							
	Staff events organised	2.5.5.16a: Number of staff events organised and held, within a particular financial year.	7	11	10	11	+1	The target was exceeded because an additional staff event (CHE Internal Annual Planning Workshop) had to be organised and held.

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	Information shared through the Intranet	2.5.5.16b: Percentage of CHE staff who visit the Intranet and engage with the content shared thereat, within a particular financial year.	55%	61%	75%	61%	-14%	The target was not achieved because it was impacted by the mail migration to Office 365 where several employees account experienced technical challenges. Staff members are also using the range of other internal communication platforms to access information.
	Information shared through the Intranet	2.5.5.16c: Number of internal communiques and announcements released to staff, within a particular financial year.	125	146	100	146	+46	The target was exceeded because there was additional effort to keep staff informed while working remotely.
	Media releases, newsletters and other information resources produced for external stakeholders	2.5.5.16d: Number of media releases, newsletters and other information resources produced for external stakeholders, within a particular financial year.	18	36	20	36	+16	The target was exceeded because there was a need to release additional media releases, newsletters and other information resources.

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	Functional and up-to-date website	2.5.5.16e: Percentage year-to-year increase in the users of the CHE website, within a particular financial year.	28%	42,6%	20%	42,6%	+22,6%	The target was exceeded because the new CHE website is now fully functional.
	Stakeholder engagement events or forums for stakeholders within South Africa	2.5.5.16f: Number of local stakeholder events or forums organised or participated in, within a particular financial year.	7	8	6	8	+2	The target was exceeded because the CHE participated in two additional local stakeholder events or forums.
	Stakeholder engagement events or forums for international stakeholders	2.5.5.16g: Number of international stakeholder events or forums organised or participated in, within a particular financial year.	3	9	4	6	+2	The target was exceeded because the CHE participated in two additional international stakeholder events or forums.

2.6 LINKING PERFORMANCE WITH BUDGETS

There was underspending in most of the programmes for the year under review. This was largely a result of unforeseen delays in filling some of the vacant posts, or through employing certain personnel on fixed-term contracts as the process of revising the organisation structure of the CHE to support the implementation of the new Quality Assurance Framework is being undertaken. In addition, the budget for increases in salaries was not fully utilised as per instruction from National Treasury and as a result of the national budget constraints in the country and disputes with labour unions.

Depreciation and amortisation were not budgeted for as they are non-cash items and therefore not considered for budgeting purposes.

There was some underspending in general expenses where delays were experienced for some of the activities. For example, the Inquiry into the Remuneration of Vice-Chancellors and Senior Executives was delayed through late submission of required information by the institutions. The commencement of institutional audits was also delayed because the Institutional Audits Framework and Manual were only finally approved late in March 2021 for implementation, largely as a result of the previously-approved versions having to be revised to align more closely with the new Quality Assurance Framework.

Table 6: Link between the performance per programme and the allocated budgets

Programme/activity/objective	2021/2022			2020/2021		
	Budget	Actual	(Over)/ Under Ex- penditure	Budget	Actual	(Over)/ Under Ex- penditure
	R'000	R'000	R'000	R'000	R'000	R'000
Corporate	53 446	38 054	15 393	28 495	27 273	1 222
Quality Assurance	27 263	21 947	5 316	33 552	29 405	4 147
Research, Monitoring and Advice	10 324	8 830	1 494	11 829	9 324	2 505
Management of the HEQSF	8 563	5 106	3 457	3 081	2 914	167
Total	99 596	73 937	25 659	76 957	68 916	8 041

2.7 REVENUE COLLECTION

Revenue from exchange transactions was higher than that which was budgeted for, mainly due to an increased number of applications for accreditation being received from private higher education institutions than was anticipated.

Interest received was less than that which was budgeted for, due to reduced interest rates on investments. The CHE, on the instruction of the National Treasury, transferred all surplus funds invested with commercial banks to the Reserve Bank Corporation for a Public Deposit account (CPD). The interest earned on the CPD is lower than the rate from the commercial banks.

The CHE received additional funding from the National Skills Fund which was earmarked to adjust the baseline funding to enable the CHE to carry out the full range of its mandated functions. This funding was received late in the 2020/2021 financial year. Hence the remainder of the funds were requested to be rolled over to 2021/22 to fund planned activities.

Table 7: Link between the performance per programme and the allocated budgets

Sources of revenue	2021/2022			2020/2021		
	Estimate	Actual	(Over)/ Under Collection	Estimate	Actual	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
DHET – Grant	70 012	70 012	-	54 770	54 770	-
Cost Recovery – Private Accreditation	5 540	6 670	(1 130)	5 250	4 943	(307)
Interest received Investment	1 644	1 331	313	1 566	2 063	497
Realisation of deferred transfer	-	1 895	(1 895)	1 352	2 213	861
Roll-over of funds	22 400	22 400	0	14 019	12 180	(1 839)
Total	99 596	102 308	(2,712)	76 957	76 169	788

2.8 CAPITAL INVESTMENT

Not applicable



COUNCIL ON HIGHER EDUCATION

PART

GOVERNANCE

1. INTRODUCTION

Corporate governance embodies processes and systems by which public entities are directed, controlled and held to account. In addition to legislative requirements based on a public entity's enabling legislation, and the Companies Act, corporate governance regarding public entities is applied through the prescripts of the Public Finance Management Act (PFMA) and run in tandem with the principles contained in the King's Fourth Report on Corporate Governance.

Parliament, the Executive and the Accounting Authority of the public entity are responsible for corporate governance.

2. PORTFOLIO COMMITTEES

On 4 May 2021, the CHE delegation consisting of the Chairperson (Prof N. Themba Mosia), the Chief Executive Officer (Dr Whitfield Green), the members of Council (Adv. N Memani, Prof S Ripinga, Prof L le Grange and Ms K Magongoa), the Chairperson of the ARC (Ms M Nkonki) and the Chief Financial Officer (Dr T Mothusi) presented on the 2020 to 2025 Strategic Plan, the 2021/22 Annual Performance Plan and the 2021/22 Budget of the CHE to the Portfolio Committee on Higher Education, Science and Innovation (PCHESI).

The Annual Report for the 2020/21 financial year was presented to the Portfolio Committee on Higher Education, Science and Innovation (PCHESI) at the meeting of 10 November 2021. The delegation of the CHE at the PCHESI meeting was led by the Chairperson (Prof N. Themba Mosia), and it included three other members of Council (Prof A Parekh, Prof L le Grange and Adv. N Memani), the CEO (Dr Whitfield Green) and the CFO (Dr T Mothusi).

The PCHESI was pleased with the overall performance of the CHE.

3. EXECUTIVE AUTHORITY

The meeting between the Minister of Higher Education, Science and Innovation, Dr Blade Nzimande and the members of the CHE Council was held on 16 April 2021 to discuss some of the higher education related issues that the CHE was focusing on at the time, as well as issues that pertained to the effective functioning of the CHE.

The meeting of 16 April 2021 was arranged to continue the discussions started during another meeting with the Minister which was held on 31 March 2021.

4. THE ACCOUNTING AUTHORITY/COUNCIL

Mandates and Objectives of the Council on Higher Education

The CHE is established as a juristic person in terms of section 4 of the Higher Education Act (Act 101 of 1997), as amended, and as the Quality Council for Higher Education in terms of section 25 and 27 of the National Qualifications Framework Act (Act 67 of 2008), as amended. In summary, the main areas of work of the CHE are:

- To provide advice to the Minister of Higher Education and Training on all higher education matters, at the Minister's request and at its own initiative;
- To develop and implement a system of quality assurance for all higher education institutions, including private providers of higher education, which includes programme accreditation, institutional audits, national reviews, and capacity development and quality promotion;
- To develop and manage the Higher Education Qualifications Sub-Framework (HEQSF);
- To monitor the state of the higher education system in relation to national policy goals and international trends; and
- To contribute to the development of higher education through facilitating intellectual engagement on key issues in partnership with relevant stakeholders.

Roles and Responsibilities

The CHE is a public entity listed under Schedule 3A of the Public Finance Management Act (PFMA) (Act 1 of 1999), as amended. In this regard, the Council fulfils the role of the Accounting Authority in terms of section 49 of the Public Finance Management Act (PFMA) (Act 1 of 1999), as amended.

As the Accounting Authority, the Council adheres to principles of good governance, financial and performance management and acts in a fiduciary capacity. Its responsibilities include:

- Ensuring that the CHE has and maintains effective, efficient and transparent systems of financial and risk management and internal control, internal audit and procurement;
- Taking effective and appropriate steps to collect revenue due; prevent irregular, fruitless and wasteful expenditure; prevent, losses from criminal conduct; and prevent expenditure as a result of non-compliance with operational policies;
- Taking responsibility for the management of the assets (including safeguarding), liabilities, revenue and expenditure of the CHE;
- Complying with applicable legislation and regulations; and
- Ensuring that there is in place an effective and appropriate system for disciplining individuals who fail to comply with the PFMA and the internal control system.

Council Charter

The Charter of the CHE was not amended during the 2021/22 financial year as it is still compliant with relevant legislation.

Governance Structure

The Council comprises a Chairperson appointed for five (5) years and thirteen (13) ordinary Council members appointed by the Minister of Higher Education and Training for a period of four (4) years following a public nomination process. Eight (8) non-voting members are appointed by the Minister from nominations respectively by the Director-General of the Department of Higher Education and Training, the Provincial Heads of Education, the Director-General of the Department of Science and Innovation, the Director-General of the Department of Labour, the National Research Foundation and the Chief Executive Officers of the South African Qualifications Authority (SAQA), the General and Further Education and Training Quality Assurance Council (Umalusi) and the Quality Council for Trades and Occupations (QCTO), in their official capacities. Three members can be co-opted by the Council.

The members of Council are listed below:

Table 8: Composition of the Council from 1 April 2021 to 31 March 2022

Name	Designation (in terms of the Public Entity Board structure)	Appoint- ed in own right	Term ended	Qualifica- tions	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuner- ation
Prof N. Themba Mosia	Chairperson	July 2013 Reap- pointed July 2017		PhD	<ul style="list-style-type: none"> Governance Policy, management and law Strategic Leadership Quality Assurance in higher education Medical Education Funding and financial management 		<ul style="list-style-type: none"> EXCO NGC Council Task Team on Remuneration of Vice-Chancellors 	6 of 6	R66 588
Mr Luzuko Buku	Member	December 2014 Reap- pointed Decem- ber 2018		Master of So- cial Sciences	<ul style="list-style-type: none"> Higher Education Media Management and Studies Public Relations Urban Studies 		<ul style="list-style-type: none"> MRAC NGC Council Task Team on Remuneration of Vice-Chancellors 	6 of 6	R51 804
Mr Casper Kruger	Member	December 2014 Reap- pointed Decem- ber 2018		BEd Educa- tion Manage- ment (post graduate)	Technical, vocational education and training	<ul style="list-style-type: none"> Trustee, Access Trust Board Member, SA Society of Co-operative Education (SASCE) representing the national South African College Principals Organisation 		5 of 6	Not remunerated

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Name	Designation (in terms of the Public Entity Board structure)	Appoint- ed in own right	Term ended	Qualifica- tions	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuner- ation
Prof Selby Ripinga	Member	December 2014 Reap- pointed Decem- ber 2018		D.Ed	<ul style="list-style-type: none"> Leadership and Governance Teaching and Student Learning Academic Training and Development 	Baobab Centre for Research and People Development (Pty) Ltd; Managing Director	EXCO	2 of 6	R17 268
Prof Ratnamala Singh	Member	December 2014 Reap- pointed Decem- ber 2018		D.Phil	<ul style="list-style-type: none"> International and Comparative Higher Education Policy Quality Assurance Higher Education and Society Science Policy 	None	None	5 of 6	R43 170
Prof Mvuyo Tom	Member	December 2014 Reap- pointed Decem- ber 2018		M.Fam Med	<ul style="list-style-type: none"> Strategic Leadership and Governance Public Policy Development and Management 	<ul style="list-style-type: none"> Tekano Health Equity SA DG Murray Trust Oliver and Adelaine Tambo Foundation 	EXCO NGC	5 of 6	R51 804
Dr Siphokazi Moeng	Member	October 2017 Reap- pointed Decem- ber 2018		BA, HDE; BEEd Hons (UPE), MSc (St Cloud State Uni- versity), DEd (NMMU)	<ul style="list-style-type: none"> Education Scholarship of Teaching and Learning (SoTL) Student Academic Development and Success Social Justice and Humanising Pedagogy 	None	None	5 of 6	R43 170

Name	Designation (in terms of the Public Entity Board structure)	Appoint- ed in own right	Term ended	Qualifica- tions	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuner- ation
ProfYusef Waghid	Member	Decem- ber 2018		<ul style="list-style-type: none"> DPhil (Phi- losophy); PhD (Education Policy Studies and DEd (Phi- losophy of Education) 	<ul style="list-style-type: none"> Higher Education Philosophy of Education Ethics in Education 	None	<ul style="list-style-type: none"> MRAC Council Task Team on Remuneration of Vice-Chancellors 	6 of 6	R51 804
Advocate Noma- zotsho Memani	Member	Decem- ber 2018		Master of Law	Law	None	NGC EXCO	5 of 6	R43 170
Dr Nita Lawton- Misra	Member	Decem- ber 2018		PhD	<ul style="list-style-type: none"> Governance and Compliance Leadership and Management Business Continuity Management Council Task Team on Remuneration of Vice-Chancellors 	Director on the TENET Board	<ul style="list-style-type: none"> HRRC Council Task Team on Remuneration of Vice-Chancellors 	6 of 6	R51 804

Name	Designation (in terms of the Public Entity Board structure)	Appoint- ed in own right	Term ended	Qualifica- tions	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuner- ation
Prof Daniel van der Nest	Member	Decem- ber 2018		<ul style="list-style-type: none"> B Com (Accountancy) HED B Com Hons M Com D Tech 	<ul style="list-style-type: none"> Higher Education Governance 	<ul style="list-style-type: none"> Serving on the following government audit committees: Department of Basic Education National Skills Fund Department of Trade and Industry and Department of Environmental Affairs, Forestry and Fisheries 	<ul style="list-style-type: none"> ARC Council Task Team on Remuneration of Vice-Chancellors 	5 of 6	R51 804
Prof Angina Parekh	Member	Decem- ber 2018		D. Phil (Psychology)	Higher Education	Director on African Renaissance Holdings	<ul style="list-style-type: none"> HEQC HEQC EXCO Council Task Team on Remuneration of Vice-Chancellors 	6 of 6	R51 804
Prof Lesley Lionel Leonard Le Grange	Member	Decem- ber 2018		PhD	Higher Education	SACE Councillor	HEQC	6 of 6	R51 804

Name	Designation (in terms of the Public Entity Board structure)	Appoint- ed in own right	Term ended	Qualifica- tions	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuner- ation
Ms Vuyo Mermani-Sedile	Member	April 2021		<ul style="list-style-type: none"> Honours BCompt MBA Chartered Accountant 	<ul style="list-style-type: none"> Finance Governance 	<ul style="list-style-type: none"> CANSA Sedile Enterprise Rustmo I Retirement on Line Pension & Provident Funds OUTvest Pension & Provident Preservation Funds KAP Pension Fund 	<ul style="list-style-type: none"> Trustee of Vista Early Retirement Trust Trustee of Momentous Community Trust Commissioner at Middle States Council on Education Trustee RDL Pension Fund 	5 of 6	R43 170
Prof Vukosi Ntsakisi Marivate	Co-opted members appointed by the Council	November 2019		PhD (Computer Science)	Reinforcement Learning Evaluation		HRRC	6 of 6	R51 804
Ms Keketjo Rebecca Magongoa	Co-opted members appointed by the Council	February 2020		<ul style="list-style-type: none"> Bachelor of Computer Applications (BCA) Post Graduate Diploma in Business Administration 	Information Security & Risk Management Specialist		ICTCoC	6 of 6	R51 804

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Name	Designation (in terms of the Public Entity Board structure)	Appoint- ed in own right	Term ended	Qualifica- tions	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuner- ation
Non-voting members - Representing the following organizations:									
Mr Sagren Govender	Department of Labour	September 2015		MBA	Public Employment Services	None	None	5 of 6	Not remunerated
Dr Fulufhelo V. Nel-wamondo	Co-opted members appointed by the Council	April 2021		PhD in Electrical Engineering	Computational Intelligence	<ul style="list-style-type: none"> Chairman: Ministerial Task Team on Department of International Relations and Cooperation's ICT review (2019) Ministerial Advisory Committee on Modernisation: Department of Home Affairs (2014-2019) 	NGC	6 of 6	Not remunerated
Dr Whitfield Green	CEO: CHE	From 1 February 2021		PhD	<ul style="list-style-type: none"> Science Education Teacher Education Higher Education 	<ul style="list-style-type: none"> SAQA Umalusi QCTO 	All internal Governance Committees by virtue of his position	6 of 6	Not remunerated
Mr Vijayen Naidoo	CEO: QCTO	n/a	B.Paed Sc: B. Ed (Education Management)	Education, Training and Development, TVET and Assessment		<ul style="list-style-type: none"> SAQA Umalusi CHE NSA 	None	3 of 6	Not remunerated
Dr Julie Reddy	Acting CEO: SAQA	From January 2020		PhD	Higher education	<ul style="list-style-type: none"> SAQA Umalusi CHE 	None	3 of 6	Not remunerated

Name	Designation (in terms of the Public Entity Board structure)	Appoint- ed in own right	Term ended	Qualifica- tions	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuner- ation
Dr Thandi Lewin	Acting DDG: DHET	From 1 February 2021	To 31 March 2022	PhD	Higher education Higher education policy	None	EXCO HEQC Council Task Team on Remuneration of Vice- Chancellors	5 of 6	Not remuner- ated
Dr Mafu Rakometsi	CEO: Umalusi	n/a		PhD	General and further education and training – curriculum and examinations	<ul style="list-style-type: none"> • Umalusi Council • SAQA • QCTO • Helderberg College Council 	Monitoring and Evaluation Committee	2 of 6	Not remuner- ated
Dr Moses Simelane	Department of Basic Education	From 01 November 2020		PhD	Policy Development; Monitoring and Evaluation; Strategic Leadership		None	0 of 6	Not remuner- ated
Dr Yonah Seleti	Department of Science and Innovation	From 01 November 2020		PhD	Science and Technology		None	4 of 6	Not remuner- ated

Committees and Sub-Committees

Permanent Committee

The Council has one (1) permanent committee, the Higher Education Quality Committee (HEQC) established in terms of Section 7(3) of the Higher Education Act. The HEQC has executive responsibility in terms of Section 5(1) (c) of the Higher Education Act and the NQF Act for quality promotion and quality assurance in higher education, specifically to:

- promote quality in higher education
- audit the quality assurance mechanisms of higher education institutions
- accredit programmes of higher education.

In 2020, Council established the Executive Committee of the Higher Education Quality Committee (HEQC EXCO) to:

- Consider and adjudicate on quality assurance and quality promotion matters that would ordinarily require the consideration of, and adjudication by the HEQC, but which, because of their urgent nature, would need to be expedited and thus would not have to wait to serve at a scheduled meeting of the HEQC;
- Consider and adjudicate any other quality assurance and quality promotion matter/s referred to it by the HEQC or other committee/s with the competence to delegate or assign such matters to the HEQC EXCO;
- Consider and make recommendations to HEQC on urgent matters referred to it by other Committees of HEQC, namely, the Accreditation Committee, the Institutional Audits Committee, and the National Standards and Reviews Committee, where circumstances warrant this;
- Attend to any issue that might be referred to or delegated to it by Council, the HEQC or a Committee of Council, and which are within the mandates of each of the committees, and which decision, by virtue of their urgency, cannot be delayed.

Table 9: Composition of the Higher Education Quality Committee from 1 April 2021 to 31 March 2022

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Prof Angina Parekh	Chairperson (from 13 February 2019)	1 April 2018		D. Phil (Psychology)	Higher Education	Director on African Renaissance Holdings	<ul style="list-style-type: none"> • Council • HEQC EXCO • Council Task Team on Remuneration of Vice-Chancellors 	6 of 6	R66 588
Prof Robert John Balfour	Member	1 April 2018 Reappointed April 2021		PhD	Higher Education		NSRC	6 of 6	R51 804
Prof Nicolaas Johannes (Niek) Grové	Member	1 April 2018 Reappointed April 2021		LLD	Contract Law and Consumer Credit Law		Accreditation Committee	6 of 6	R51 804

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Name	Designation (in terms of the Public Entity Board structure)	Appoint- ed in own right	Date resigned	Qualifica- tions	Area of Expertise	Board Directorships (List the entities)	Other Commit- tees or Task Teams (e.g.:Audit com- mittee/ Ministerial task team)	No. of Council Meet- ings at- tended	Remu- neration
Prof Lesley Lionel Leonard Le Grange	Member	1 April 2018		PhD	Higher Education	SACE Councillor	Council	6 of 6	R51 804
Dr Jeffrey Mabele- bele	Member	1 April 2018 Reap- pointed April 2021		Doctor of Philosophy	Governance		Institutional Audit Committee	5 of 6	R43 170
Prof Mogege Mosimege	Member	1 April 2018 Reap- pointed April 2021		PhD (Math- ematics Education)	Higher Education		None	6 of 6	R51 804
Dr Manyane Makua	Member	13 Febru- ary 2019		Doctor of Philosophy	Higher Education		None	6 of 6	R51 804
Prof Dherendra Gihwala	Member	13 Febru- ary 2019		Doctor of Philosophy	Higher Education		Accreditation Com- mittee	6 of 6	R51 804
Prof Lynn Quinn	Member	13 Febru- ary 2019		PhD	Higher education and academic development		None	5 of 6	R43 170
Prof Nokuthula Sibiya	Member	14 Octo- ber 2020		PhD	Higher Education		Accreditation Com- mittee	5 of 6	R43 170
Prof Nobuhle Hlongwa	Member	1 April 2021		PhD	Higher Education		None	6 of 6	R51 804

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Prof Shajila Anjani Singh	Member	1 April 2021		PhD	Higher Education		None	6 of 6	R51 804
Prof Francois Strydom	Member	1 April 2021		PhD	Higher Education		None	5 of 6	R43 170
Ex-officio members									
Dr Thandi Lewin	Acting DDG (DHET)	From 1 February 2021	To 31 March 2022	PhD	<ul style="list-style-type: none"> Higher education Higher education policy 	None	<ul style="list-style-type: none"> EXCO HEQC Council Task Team on Remuneration of Vice-Chancellors 	3 of 6	Not remunerated
Dr Eva Sujee	Umalusi	n/a		<ul style="list-style-type: none"> PhD MBA B. Ed BA HDE IV 	Quality assurance of qualifications, curriculum and certification		None	4 of 6	Not remunerated

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Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Mr Thomas Mtuuzeli Lata	QCTO	n/a		<ul style="list-style-type: none"> • Secondary Teachers' Diploma • Further Diploma in Education • B. Ed (Hon) • Post Graduate Diploma in Education • Advanced Management Development Programme 	Education Management, Law and Systems		None	4 of 6	Not remunerated
Dr Whitfield Green	CEO: CHE	From 1 February 2021		PhD	<ul style="list-style-type: none"> • Science Education • Teacher Education • Higher Education 	<ul style="list-style-type: none"> • SAQA • Umalusi • QCTO 	All internal Governance Committees by virtue of his position	6 of 6	Not remunerated

Table 10: Composition of the Executive Committee of Higher Education Quality Committee from 1 April 2021 to 31 March 2022

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Prof Angina Parekh	Chairperson (from 13 February 2019)	1 April 2018		D. Phil (Psychology)	Higher Education	Director on African Renaissance Holdings	• Council • HEQC EXCO • Council Task Team on Remuneration of Vice-Chancellors	1 of 1	R8 634
Prof Robert John Balfour	Member	1 April 2018 Reappointed April 2021		PhD	Higher Education		NSRC	1 of 1	R5 238
Prof Nicolaas Johannes (Niek) Grové	Member	1 April 2018 Reappointed April 2021		LLD	Contract Law and Consumer Credit Law		Accreditation Committee	1 of 1	R5 238
Dr Jeffrey Mabelebele	Member	1 April 2018 Reappointed April 2021		Doctor of Philosophy	Governance		Institutional Audit Committee	1 of 1	R5 238

Sub-committees of Council

The Council has six (6) standing committees, namely:

- Executive Committee (EXCO) established in terms of Section 13 of the Higher Education Act;
- Audit and Risk Committee (ARC);
- Human Resources and Remuneration Committee (HRRC);

- Monitoring, Research and Advice Committee (MRAC);
- Information and Communication Technology Committee of Council (ICTCoC); and
- Nominations and Governance Committee (NGC)

The members of standing-committees are appointed for their specific knowledge and skills relating to the work of the standing-committees.

The Council and its standing committees, including its permanent committee responsible for quality assurance, the HEQC, have functioned effectively in terms of the CHE's statutory mandate and adherence to principles of good governance.

Table 11: Composition of the Executive Committee from 1 April 2021 to 31 March 2022

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Prof N. Themba Mosia	Chairperson	July 2013 Reappointed July 2017		PhD	<ul style="list-style-type: none"> • Governance • Policy, management and law • Strategic Leadership • Quality Assurance in higher education • Medical Education • Funding and financial management 		<ul style="list-style-type: none"> • Council • NGC • Council Task Team on Remuneration of Vice-Chancellors 	6 of 6	R55 490
Prof Selby Ripinga	Member	December 2014 Reappointed December 2018		D.Ed	<ul style="list-style-type: none"> • Leadership and Governance • Teaching and Student Learning • Academic Training and Development 	Baobab Centre for Research and People Development (Pty) Ltd: Managing Director	Council	4 of 6	R34 536

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Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Advocate Noma-zotsho Memani	Member	1 February 2019		Masters of Law	Law	None	<ul style="list-style-type: none"> • Council • NGC 		
Dr Thandi Lewin	Member (Acting DDG: DHET)	From 1 February 2021		PhD	<ul style="list-style-type: none"> • Higher education • Higher education policy 		<ul style="list-style-type: none"> • Council • HEQC • Council Task Team on Remuneration of Vice-Chancellors 	6 of 6	Not remunerated
Prof Mvuyo Tom	Member	From October 2020		M.Fam Med	<ul style="list-style-type: none"> • Strategic Leadership and Governance • Public Policy Development and Management 	<ul style="list-style-type: none"> • Tekano Health Equity SA • DG Murray Trust • Oliver and Adelaide Tambo Foundation 	<ul style="list-style-type: none"> • Council • NGC 	6 of 6	R43 170
Dr Whitfield Green	CEO: CHE (Ex-officio capacity)	From 1 February 2021		PhD	<ul style="list-style-type: none"> • Science Education • Teacher Education • Higher Education 	<ul style="list-style-type: none"> • SAQA • Umalusi • QCTO 	All internal Governance Committees by virtue of his position	6 of 6	Not remunerated

Table 12: Composition of the Audit and Risk Committee from 1 April 2021 to 31 March 2022

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Ms Monalisa Nkonki	Chairperson from 14 October 2020	1 May 2020		<ul style="list-style-type: none"> Chartered Accountant (SA) B. Compt (Hons) B.Com (Financial Management) 	Auditing		None	5 of 5	R43 170
Prof Daniel van der Nest	Member	13 February 2019		<ul style="list-style-type: none"> B Com (Accountancy) HED B Com Hons M Com D Tech 	<ul style="list-style-type: none"> Higher Education Governance 	<ul style="list-style-type: none"> Serving on the following government audit committees: <ul style="list-style-type: none"> Department of Basic Education National Skills Fund Department of Trade and Industry and Department of Environmental Affairs, Forestry and Fisheries 	<ul style="list-style-type: none"> ARC Council Task Team on Remuneration of Vice-Chancellors 	4 of 5	R20 952

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Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Ms Xabisa A Dyosi	Member	14 November 2019		<ul style="list-style-type: none"> Chartered Accountant (SA) BCom Hons (Accounting Sciences) Postgraduate Diploma in Integrated Reporting Management Advanced Management Programme 	Auditing and Finance		None	5 of 5	R26 190
Ms Shaila Hari	Member	1 May 2020		<ul style="list-style-type: none"> Bachelor of Accounting Science Honours Bachelor of Accounting Science Public Sector Governance UNISA SBL 	Auditing and Finance		ICTCoC	4 of 5	R20 952

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Mr Krishna Govender	Member	3 March 2021		<ul style="list-style-type: none"> Bachelor of Commerce Honours Degree Chartered Accountant 	Auditing and Finance	<ul style="list-style-type: none"> Non-executive director: uMsuduzi Museum (Public entity), including ARC member Audit and Risk Committee - Gauteng Gambling Board (Public Entity) Non-Executive Chairperson – Makkinktech (Pty) Ltd 	None	5 of 5	R26 190

Table 13: Composition of the Human Resources and Remuneration Committee from 1 April 2021 to 31 March 2022

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Dr Nita Lawton-Misra	Chairperson from 3 March 2021	13 February 2019		PhD	<ul style="list-style-type: none"> Governance and Compliance Management Leadership and Business Continuity Management 	Director on the TENET Board	<ul style="list-style-type: none"> Council Council Task Team on Remuneration of Vice-Chancellors 	2 of 2	R17 268
Mr Casper Kruger	Member	April 2015 Reappointed 13 February 2019		BEd Education Management (post graduate)	Technical, vocational education and training	<ul style="list-style-type: none"> Trustee, Access Trust Board Member, SA Society of Co-operative Education (SASCE) representing the national South African College Principals Organisation 	Council	2 of 2	Not remunerated
Ms Mpho Letlape	Member	October 2016 Reappointed 14 November 2019		B. Sc. Computer Science and Psychology	Human Resources Strategy Operations	<ul style="list-style-type: none"> Lethushane PTY LTD T Systems South Africa Standard Bank Tutuwa Community Foundation Tower Group Recruitment Sapphire Logistics 	None	2 of 2	R10 476
Ms Yolanda Sedlmaier	Member	24 February 2020		B Com (Personnel Management)	Human Resources and Remuneration		None	2 of 2	R10 476

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Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Prof Vukosi Ntsakisi Marivate	Co-opted members appointed by the Council	November 2019		PhD (Computer Science)	Reinforcement Learning Evaluation		None	2 of 2	R10 476
Dr Whitfield Green	CEO: CHE (Ex-officio capacity)	From 1 February 2021		PhD	<ul style="list-style-type: none"> Science Education Teacher Education Higher Education 	<ul style="list-style-type: none"> SAQA Umalusi aaQCTO 	All internal Governance Committees by virtue of his position	2 of 2	Not remunerated
Ms Vuyo Matsam	Director: Corporate Services (Ex-officio capacity)	n/a		<ul style="list-style-type: none"> B.Com. PG Diploma (HR) B. Tech (Business Administration) 	Human Resources			2 of 2	Not remunerated

Table 14: Composition of the Monitoring, Research and Advice Committee from 1 April 2021 to 31 March 2022

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Mr Luzuko Buku	Chairperson	April 2015 Reappointed December 2018		Master of Social Sciences	<ul style="list-style-type: none"> Higher Education Media Management and Studies Public Relations Urban Studies 	None	<ul style="list-style-type: none"> Council NGC Council Task Team on Remuneration of Vice-Chancellors 	3 of 3	R25 902
Prof Yusef Waghid	Member	December 2018		<ul style="list-style-type: none"> DPhil (Philosophy) PhD (Education Policy Studies) DEd (Philosophy of Education) 	<ul style="list-style-type: none"> Higher Education Philosophy of Education Ethics in Education 		<ul style="list-style-type: none"> Council Council Task Team on Remuneration of Vice-Chancellors 	3 of 3	R15 714
Dr Mafu Rakometsi	Member	Ex-officio member of Council CEO (Umalusi)		PhD	General and further education and training – curriculum and examinations	<ul style="list-style-type: none"> Umalusi Council SAQA QCTO Helderberg College Council 	Council	1 of 3	Not remunerated
Prof Marien Pieters	Member	1 December 2020		PhD	Nutrition and cardiovascular disease	Director of the SAMRC / NWU Hypertension and Cardiovascular Disease Extramural Research Unit	None	3 of 3	R15,714
Dr Whitfield Green	CEO: CHE (Ex-officio capacity)	From 1 February 2021		PhD	Science Education Teacher Education Higher Education	<ul style="list-style-type: none"> SAQA Umalusi QCTO 	All internal Governance Committees by virtue of his position	3 of 3	Not remunerated

Table 15: Composition of the Nominations and Governance Committee from 1 April 2021 to 31 March 2022

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Prof Thamba Mosia	Chairperson	July 2013 Reappointed July 2017		PhD	<ul style="list-style-type: none"> Governance Policy, management and law Strategic Leadership Quality Assurance in higher education Medical Education Funding and financial management 	None	<ul style="list-style-type: none"> Council EXCO Council Task Team on Remuneration of Vice-Chancellors 	2 of 2	R17 268
Advocate Noma-zotsho Memani	Member	1 February 2019		Masters of Law	Law	None	<ul style="list-style-type: none"> Council EXCO 	2 of 2	R10 476
Prof Mvuyo Tom	Member	1 February 2019		M.Fam Med	<ul style="list-style-type: none"> Strategic Leadership and Governance Public Policy Development and Management 	<ul style="list-style-type: none"> Tekano Health Equity SA DG Murray Trust Oliver and Adelaide Tambo Foundation 	<ul style="list-style-type: none"> Council EXCO 	2 of 2	R10 476
Mr Luzuko Buku	Member	1 February 2019		Master of Social Sciences	<ul style="list-style-type: none"> Higher Education Media Management and Studies Public Relations Urban Studies 	None	<ul style="list-style-type: none"> Council MRAC Council Task Team on Remuneration of Vice-Chancellors 	2 of 2	R10 476

Name	Designation (in terms of the Public Entity Board structure)	Appoint- ed in own right	Date resigned	Qualifica- tions	Area of Expertise	Board Directorships (List the entities)	Other Commit- tees or Task Teams (e.g.: Audit com- mittee/ Ministerial task team)	No. of Council Meet- ings at- tended	Remu- nera- tion
Dr Fulufhelo Nel- wamondo	Member (CEO: NRF)	3 March 2021		PhD in Electrical Engineering	Computational Intelligence	<ul style="list-style-type: none"> Chairman: Ministerial Task Team on Department of International Relations and Cooperation's ICT review (2019) Ministerial Advisory Committee on Modernisation: Department of Home Affairs (2014-2019) 	Council	2 of 2	Not remuner- ated
Dr Whitfield Green	CEO: CHE (Ex-officio capacity)	From 1 February 2021		PhD	Science Education Teacher Education Higher Education	<ul style="list-style-type: none"> SAQA Umalusi QCTO 	All internal Governance Committees by virtue of his position	2 of 2	Not remuner- ated

Table 16: Composition of the Information and Communication Technology Committee of Council from 1 April 2021 to 31 March 2022

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Mr Thagaran Govender	Chairperson	14 November 2019		<ul style="list-style-type: none"> Bachelor of Science in Computer Engineering Associate Degree in Electronic Engineering MDR, MAP International Executive Development Program (IEDP) 	<ul style="list-style-type: none"> ICT Strategy Leadership, Development and management ICT Governance, Controls and remediation 		None	3 of 3	R 0 (Decided not to be remunerated)
Mr Glen Barnes	Member	14 November 2019		MSc. Agric. (Grassland Science)	Management of Information & Analysis	CEO: IDSC	None	2 of 3	R10 476
Mr Simon Motlatsi Maluleka	Member	14 November 2019		Masters: Business Information Systems	Software Development		None	2 of 3	Not remunerated

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Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Ms Koketjo Rebecca Magongoa	Member (acted as Chairperson in one meeting)	24 February 2020		<ul style="list-style-type: none"> Bachelor of Computer Applications (BCA) Post Graduate Diploma in Business Administration 	Information Security & Risk Management Specialist		Council	3 of 3	R19,110
Ms Shaila Hari	Member	1 May 2020		<ul style="list-style-type: none"> Bachelor of Accounting Science Honours Bachelor of Accounting Science Public Sector Governance UNISA SBL 	Auditing and Finance		ARC	3 of 3	R15 714
Dr Whitfield Green	CEO: CHE	From 1 February 2021		PhD	Science Education Teacher Education Higher Education	<ul style="list-style-type: none"> SAQA Umalusi QCTO 	All internal Governance Committees by virtue of his position	3 of 3	Not remunerated

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g.: Audit committee/ Ministerial task team)	No. of Council Meetings attended	Remuneration
Ms Vuyo Matsam	Ex-officio capacity Director: Corporate Services	n/a		<ul style="list-style-type: none"> • B.Com. • PG Diploma (HR) • B.Tech (Business Administration) 	Human Resources			3 of 3	Not remunerated
Dr Thulaganyo Mothusi	Ex-officio capacity Chief Financial Officer (CHE)	n/a		<ul style="list-style-type: none"> • B. Com, • B. Com (Honours), • MBA and • M Com. • Doctorate 	Finance and SCM and Risk Management	Professional member of the South African Institute of Professional Accountants (SAIPA)		0 of 1	Not remunerated

Remuneration of board members

Members of Council and its permanent and sub-committees who are not CHE employees, government officials or employees of statutory entities qualify for daily allowances for services rendered to the CHE in accordance with the National Treasury Regulations and Directives.

5. RISK MANAGEMENT

The CHE has reviewed its risk profile during the course of the year to consider the extent to which potential events may have impact on the achievement of the organisation's objectives. Emerging events were assessed from two perspectives – likelihood and impact – and a number of risks, predominantly on a strategic level, were identified, weighed, and managed.

6. AUDITORS

As required by the PFMA, the external auditor of the CHE is the Auditor-General of South Africa.

7. INTERNAL AUDIT AND THE AUDIT AND RISK COMMITTEE (ARC)

Internal Audit Services have been outsourced for a period of 3 years ending 2023 as the Council does not consider it economically feasible to establish an in-house internal audit function due to the nature and size of the CHE. However, the ARC is responsible for monitoring the internal audit function and for evaluating the effectiveness of the internal controls in place, including recommending improvements to Council where appropriate. The Committee is satisfied that the key risks have been identified and assessed, and have received adequate attention. In compliance with the PFMA, the internal audit plans for the 2021/22 financial year were risk-based and fully implemented.

Table 12 above disclosed relevant information on the Audit and Risk Committee members.

8. COMPLIANCE WITH LAWS AND REGULATIONS

The ARC is responsible for monitoring compliance with applicable laws and regulations regarding financial matters, management, and other related matters.

9. FRAUD AND CORRUPTION

The CHE has policies in place on fraud prevention, detection and reporting.

No fraud was reported during this financial year.

10. MINIMISING CONFLICT OF INTEREST

Council and sub-committee members are required to declare any conflict of interest for the record at the beginning of each Council or sub-committee meeting.

11. CODE OF CONDUCT

There is a code of conduct in place for the members of Council, the HEQC and all sub-committees.

12. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

The CHE regards the health and safety of its employees and people affected by the organisation's operations to be of vital importance. The CHE's primary objective is therefore to achieve and maintain the highest practicable level of health and safety control.

In line with this and in fulfilment of the requirements stipulated in the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993), the CHE has established a Health and Safety Committee that monitors the health and safety of employees in the work environment and identifies potential health and safety threats that require addressing.

The CHE is also cognisant of the need to ensure that the work environment is environmentally sustainable. In this regard, efforts have been made to ensure that lights and other appliances are switched off appropriately at the end of the working day, printing minimised, and paper is recycled.

13. SOCIAL RESPONSIBILITY

In 2021/22, the CHE did not participate in community outreach programmes.

14. AUDIT AND RISK COMMITTEE REPORT

See pages 110 to 111, in Part E, for the full report for the financial year ended 31 March 2022.



COUNCIL ON HIGHER EDUCATION

PART

HUMAN RESOURCES MANAGEMENT

1. INTRODUCTION

For an overview of the human resources section please see pages 42 and 44 to 46 (Part B).

2. HUMAN RESOURCES OVERSIGHT STATISTICS

Table 17: Personnel Cost by programme

Programme/activity/objective	Total Expenditure for the entity (R'000)	Personnel Expenditure (R'000)	Personnel exp. as a % of total exp. (R'000)	No. of employees	Average personnel cost per employee (R'000)
Corporate	39,764	17,088	43%	24	712
Quality Assurance	21,947	17,165	78%	21	817
Research, Monitoring and Advice	8,830	4,001	45%	5	1,766
Management of the HEQSF	5,106	1,651	32%	5	330
TOTAL	75,647	39,905	53%	55	726

Table 18: Personnel cost by salary band

Level	Personnel Expenditure (R'000)	% of personnel exp. to total personnel cost (R'000)	No. of employees	Average personnel cost per employee (R'000)
Top Management	1,909	5%	1	1,909
Senior Management	9,073	23%	6	1,512
Professional qualified	16,711	42%	19	880
Skilled	8,820	22%	19	464
Semi-skilled	2,984	7%	8	373
Unskilled	408	1%	2	201
TOTAL	39,905	100%	55	726

Table 19: Performance Rewards

Programme/activity/objective	Performance rewards (R'000)	Personnel Expenditure (R'000)	% of performance rewards to total personnel cost
Top Management		1,909	0%
Senior Management	410	9,073	5%
Professional qualified	501	16,711	3%
Skilled	254	8,820	3%
Semi-skilled	69	2,984	2%
Unskilled	19	408	5%
TOTAL	1,253	39,905	3%

COUNCIL ON HIGHER EDUCATION (CHE)
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Table 20: Training Costs

Programme/activity/ objective	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost	No. of employees trained	Average training cost per employee (R'000)
Corporate	39,764	151	0.38	27	5.59
Quality Assurance	21,947	178	0.81	24	7.42
Research, Monitoring and Advice	8,830	30	0.34	5	6.0
Management of the HEQSF	5,106	28	0.55	5	5.6
TOTAL	75,647	387	0.51	61	6.3

* Training includes fixed term contract employees and interns where internal training was held. Training stats however do not include IQAF Project.

Table 21: Employment and vacancies (per programme)

Programme/activity/ objective	2020/2021 No. of Employees	2021/2022 Approved Posts	2021/2022 No. of Employees	2021/2022 Vacancies	% of vacancies
Corporate	20	20	21	0	0%
Quality Assurance	17	23	18	5	10%
Research, Monitoring and Advice	6	7	4	2	4%
Management of the HEQSF	1	2	2	0	0%
TOTAL	44	52	45	7	87%

* 2 positions from the Organisational structure are filled on fixed-term contracts.

Table 22: Employment and vacancies (per category)

Category	2020/2021 No. of Employees	2021/2022 Approved Posts	2021/2022 No. of Employees	2021/2022 Vacancies	% of vacancies
Top Management	1	1	1	0	0%
Senior Management	6	7	6	1	2%
Professional qualified	15	17	16	1	2%
Skilled	16	20	16	3	6%
Semi-skilled	4	5	4	2	4%
Unskilled	2	2	2	0	0%
Total	44	52	45	7	13%

* 2 positions from the Organisational structure are filled on fixed-term contracts.

Table 23: Employment changes

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period
Top Management	1	0	0	1
Senior Management	6	1	1	6
Professional qualified	15	3	2	16
Skilled	16	2	2	16
Semi-skilled	4	0	0	4
Unskilled	2	0	0	2
Total	44	6	5	45

* Second column: Appointments made in the first month of the period under review, e.g. April; are included in the number of people employed at the beginning of the period – April 2021.

* Third column: All appointments made in the period April 2021 - March 2022 are shown.

Table 24: Reasons for staff leaving

Reason	Number	% of total no. of staff leaving
Death	0	0%
Resignation	3	7%
Dismissal	0	0%
Retirement	1	2%
Ill health	0	0%
Expiry of contract	1	2%
Other	0	0%
Total	5	11%

* The number of filled positions in the organisation is 45 (including 2 fixed term contracts from Organisational structure).

Table 25: Labour Relations: Misconduct and disciplinary action

Nature of disciplinary Action	Number
Verbal Warning	0
Written Warning	0
Final Written warning	0
Dismissal	0

Table 26: Equity Target and Employment Equity Status (Male)

Levels	Male							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	1	0	0	0	0	0
Senior Management	3	0	0	0	0	0	0	0
Professional qualified	6	0	0	0	0	0	0	1
Skilled	4	0	0	1	0	0	0	0
Semi-skilled	1	0	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0
TOTAL	14	0	1	1	0	0	0	1

Table 27: Equity Target and Employment Equity Status (Female)

Levels	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	2	0	0	0	0	0	1	0
Professional qualified	7	0	1	0	0	0	2	0
Skilled	11	0	0	0	0	0	1	0
Semi-skilled	3	0	0	0	0	0	0	0
Unskilled	2	0	0	0	0	0	0	0
TOTAL	25	0	1	0	0	0	4	0

* The number of filled positions in the organisation is 45 (including 2 fixed term contracts from Org structure).

Table 28: Equity Target and Employment Equity Status (Staff members with disabilities)

Levels	Disabled Staff			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional qualified	0	0	0	0
Skilled	0	0	0	0
Semi-skilled	0	0	0	0
Unskilled	0	0	0	0
TOTAL	0	0	0	0



COUNCIL ON HIGHER EDUCATION

PART

FINANCIAL INFORMATION

I. REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE COUNCIL ON HIGHER EDUCATION

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Council on Higher Education set out on pages 114 to 140, which comprise the statement of financial position as at 31 March 2022, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council on Higher Education (council) as at 31 March 2022, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (Standards of GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA) and the Higher Education Act 101 of 1997.

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA codes) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Accounting Authority for the financial statements

6. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with GRAP and the requirements of the PFMA, and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
7. In preparing the financial statements, the accounting authority is responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

8. My 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 my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
9. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
11. My procedures address the usefulness and reliability of the reported performance information, which must be based on the public entity's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the public entity enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
12. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objective presented in the public entity's annual performance report for the year ended 31 March 2022:

Programmes	Pages in the annual performance report
Programme 2: Quality assurance	54 to 57

13. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
14. I did not identify any material findings on the usefulness and reliability of the reported performance information for this programme:
 - Programme 2: Quality assurance

Other matter

15. I draw attention to the matter below.

Achievement of planned targets

16. Refer to the annual performance report on pages 49 to 64 for information on the achievement of planned targets for the year and management's explanations provided for the under-/over achievement of targets.

Adjustment of material misstatements

17. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of Programme 2: Quality Assurance. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

18. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the public entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
19. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements

20. The financial statements submitted for auditing were not fully prepared in accordance with the prescribed financial reporting framework, as required by section 55(1) (b) of the PFMA. I identified material misstatements in the financial statements during the audit. I identified errors in the classification of certain amounts within cash flows from operating activities on the face of the Cash Flow Statement. These misstatements were not prevented or detected by the entity's system of internal control.

Other information

21. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported in this auditor's report.
22. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
23. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

24. If, based on the work I have performed on the other information that I obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Internal control deficiencies

25. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.
26. Management did not implement controls to review the cashflow statement to ensure that the amounts disclosed in the financial statements presented for audit are free from material misstatement.

AUDITOR - GENERAL

Pretoria

31 July 2022



A U D I T O R - G E N E R A L
S O U T H A F R I C A

Auditing to build public confidence

Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the public entity’s compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor’s report, I 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 my 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 public entity’s internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting authority
 - conclude on the appropriateness of the accounting authority’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Council on Higher Education to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a public entity to cease operating as a going concern
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

2. ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Index

The reports and statements set out below comprise the annual financial statements presented to the legislature:

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COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Statement of Responsibility

The Council is required to maintain adequate accounting records and is responsible for the content and integrity of the audited financial statements and related financial information included in this report. It is the responsibility of the Council to ensure that the audited financial statements fairly present the state of affairs of the Council on Higher Education (CHE) for the financial year ending 31st of March 2022 and the results of its operations and cash flows for the period then ended. In terms of its external audit function, the Auditor General South Africa (AGSA) was engaged to express an independent opinion on the annual financial statements and has, for this purpose, been given unrestricted access to all financial records and related data.

The audited financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The audited financial statements are based upon appropriate accounting policies and prescripts consistently applied and supported by reasonable and prudent judgments and estimates.

The Council acknowledges that it is ultimately responsible for the system of internal financial control established by the CHE and places considerable importance on maintaining a strong control environment. To enable the members to meet these responsibilities, the Council sets standards for internal control aimed at reducing the risk of errors or a deficit in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the CHE and all employees are required to maintain the highest ethical standards in ensuring the CHE's business is conducted in a manner that under all reasonable circumstances are beyond reproach. The focus of risk management in the CHE is on identifying, assessing, managing and monitoring all known forms of risk across the CHE. While operating risk cannot be fully eliminated, the CHE endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and standards of ethical behaviour are applied and managed by predetermined procedures and restraints.

The Council is of the opinion, based on the information and explanations given by management in response to the internal and external audit reports, that the system of financial internal control provides reasonable assurance that the financial records should be relied upon for the preparation of the year-end financial statements. Where deficiencies were noted, the controls are being strengthened. However, it should be noted that any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The CHE is financially dependent on a transfer of payment from the Department of Higher Education and Training for the continued funding of its operations. The audited financial statements are prepared on the basis that the CHE is a going concern and that the Department of Higher Education and Training will transfer the payment as listed in the Estimates of National Expenditure (ENE) to the CHE.

The Council is satisfied that the outer years budget is sufficient in realising the set strategic objectives and targets as per the Annual Performance Plan due to the budget baseline injection.

The Council is primarily responsible for how the financial affairs of the CHE are governed and overseen.

The external auditors are responsible for independently reviewing and reporting on the CHE's annual financial statements. The audited annual financial statements was audited by the AGSA.

The audited annual financial statements which are set out on pages 114 to 140, have been prepared on the basis that the CHE is a going concern, were approved by the EXCO on 27 July 2022 and were signed on its behalf by:



Prof Mvuyo Ernest Tom
Interim Chairperson



Dr Whitfield Green
Chief Executive Officer

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Audit and Risk Committee Report

We are pleased to present our report for the financial year ended 31st March 2022.

Audit and Risk Committee members and attendance

The Audit and Risk Committee (the Committee) consists of the members listed hereunder and meets at least four times per annum as per its approved terms of reference. During the year under review, five meetings were held.

Name of member	Number of meetings attended
Ms Monalisa Nkonki (Chairperson)	5 of 5
Ms. Xabisa A Dyosi	5 of 5
Prof. D. P. van der Nest	4 of 5
Ms Shaila Hari	4 of 5
Mr Krishna Govender	5 of 5

Audit and Risk Committee's responsibility

The Audit and Risk Committee reports that it has complied with its obligations and responsibilities arising from section 55(1)(a) of the PFMA and Treasury Regulations section 27.1.8 and 27.1.10.

The Committee also reports that it has adopted formal terms of reference as its Audit and Risk Committee Charter, has regulated its affairs in compliance with this charter, and has discharged all its responsibilities as contained therein. The Audit and Risk Committee charter has been reviewed to ensure its relevance and alignment as required by Treasury Regulation 3.1.8.

The effectiveness of internal control

The system of control is designed to provide cost-effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed. In line with the PFMA on Corporate Governance requirements, the Committee provided oversight over the combined assurance process within the Council and is satisfied that optimal effort and coordination exists between all assurance providers. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. A risk assessment workshop was conducted during the year with the aim of reviewing the Council's risk profile and this formed the basis of developing the rolling three-year plan (internal Audit Plans) and the annual internal audit operational plan.

The system of internal control was deemed effective. As part of its oversight role in IT governance, the Audit and Risk Committee reviewed the IT strategy of the Council during the year.

Internal Audit

Internal Audit Services have been outsourced for a period of 3 years ending 2023. The Committee is satisfied that the key risks have been identified and assessed and have received adequate attention. In compliance with the PFMA, the internal audit plans for the 2022 financial year were risk-based and fully implemented.

External Audit

The committee agreed to the audit plan and audit fee for the 2022 financial year. The fee is considered commensurate with the work and services rendered by Auditor-General South Africa (AGSA). The AGSA has remained independent through the financial year. The Committee satisfied itself with the AGSA's continued objectivity and competence.

Quarterly reports submitted in terms of the act

The Committee is satisfied with the content and quality of the quarterly reports prepared and issued by the Council during the year under review.

Evaluation of audited annual financial statements

The Committee has:

- reviewed and discussed with the AGSA and the Accounting Authority the audited Annual financial statements to be included in the annual report; and
- reviewed the AGSA's management report and management response thereto.

COUNCIL ON HIGHER EDUCATION

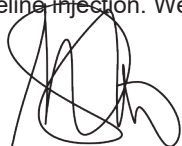
Annual Financial Statements for the year ended 31 March 2022

Audit and Risk Committee Report continued

The Committee concurs with and accepts the conclusions of the AGSA on the Annual Financial Statements and is of the opinion that the audited Annual Financial Statements be accepted together with the report of the AGSA.

The transfer of payment

The CHE is financially dependent on a transfer of payment from the Department of Higher Education and Training. On the basis that the transfer payment has been listed in the Estimates of National Expenditure, the Committee is satisfied that the outer years budget is sufficient in realising the set strategic objectives and targets as per the Annual Performance Plan due to the budget baseline injection. We are pleased to present our report for the financial year ended 31st March 2022.



Ms Monalisa Nkonki CA(SA), RA
Chairperson of the Audit and Risk Committee

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Accounting Authority Report

The Council submits its report for the year ended 31 March 2022.

1. Mandate and Objectives of the Council on Higher Education

The Council on Higher Education (CHE) is a public entity listed under Schedule 3A of the Public Finance Management Act (PFMA) (Act 1 of 1999), as amended. It adheres to principles of good governance, financial and fiscal prudence, and performance management, and accounts directly to the Minister of Higher Education, Science and Innovation.

The CHE was established as a juristic person in terms of section 4 of the Higher Education Act (Act 101 of 1997), as amended, and as the quality council for higher education in terms of the National Qualifications Act (Act 67 of 2008). In summary, the main areas of work of the CHE are:

- To provide advice to the Minister of Higher Education, Science and Innovation on all higher education matters, at the Minister's request and at its own initiative;
- To develop and implement a system of quality assurance for all higher education institutions, including private providers of higher education, which includes programme accreditation, institutional audits, national standards and reviews, and capacity development and quality promotion;
- To develop and manage the Higher Education Qualifications Sub-Framework (HEQSF) and the development of higher education qualifications;
- To monitor the state of the higher education system in relation to national policy goals and international trends; and
- To contribute to the development of higher education through facilitating intellectual engagement on key issues in partnership with relevant stakeholders.

2. Role and responsibilities

The Council fulfills the role of the Accounting Authority in terms of section 51 of the Public Finance Management Act (PFMA) (Act 1 of 1999), as amended.

As the Accounting Authority, the Council acts in a fiduciary capacity and its responsibilities include:

- overseeing effective, efficient and transparent systems of financial and risk management and internal control, internal audit and procurement;
- taking effective and appropriate steps to collect revenue due, to prevent irregular, fruitless and wasteful expenditure, and prevent losses from criminal conduct and expenditure as a result of non-compliance with operational policies and public finance management prescripts;
- managing and safeguarding the assets, liabilities, revenue and expenditure of the CHE;
- ensuring compliance with applicable legislation; and
- ensuring that there is an effective and appropriate disciplinary system for failure to comply with the relevant policies and prescripts

3. The transfer of payment

The CHE is financially dependent on a transfer of payment from the Department of Higher Education and Training. On the basis that the transfer payment has been listed in the Estimates of National Expenditure, the Council is satisfied that the the outer years budget is sufficient in realising the set strategic objectives and targets as per the Annual Performance Plan due to the budget baseline injection.

4. Governance of the Council on Higher Education Council

The Council comprises a Chairperson appointed for five (5) years and thirteen (13) ordinary Council members each appointed for a period of four (4) years. Eight (8) non-voting members are appointed to the Council, nominated respectively by the Director-General of the Department of Higher Education and Training, the Provincial Heads of Education, the Director-General of the Department of Science and Technology, the Director-General of the Department of Labour, the National Research Foundation and the Chief Executive Officers of the: South African Qualifications Authority (SAQA), the General and Further Education and Training Quality Assurance Council (Umalusi) and the Quality Council for Trades and Occupations (QCTO) in their official capacities. Three members may be co-opted by the Council.

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Accounting Authority Report Continued

All members who served on the Council during the year under review were appointed in terms of the Higher Education Act (Act 101 of 1997) as amended.

Committees and Sub-committees

Permanent Committee

The Council has one (1) permanent committee, the Higher Education Quality Committee (HEQC). The HEQC has executive responsibility for the quality promotion and quality assurance in higher education. The functions of the HEQC in terms of the Higher Education Act are to:

- promote quality in higher education;
- audit the quality assurance mechanisms of higher education institutions; and
- accredit programmes of higher education.

The Executive Committee of the Higher Education Quality Committee (HEQC EXCO), the Institutional Audits Committee (IAC), the Accreditation Committee (AC) and the National Standards and Reviews Committee (NSRC) are the subcommittees of the HEQC.

Sub-committees

On 31 March 2022, six (6) Council sub-committees were in place and were fully functional, namely:

1. Executive Committee of Council (EXCO);
2. Audit and Risk Committee (ARC);
3. Human Resources and Remuneration Committee (HRRC);
4. Nominations and Governance Committee (NGC);
5. Monitoring, Research and Advice Committee; and
6. ICT Committee of Council (ICTCoC).

The members of sub-committees are appointed for the specific knowledge and skills they bring to their respective Sub-committees.

During the period under review, the Council and its sub-committees, including its permanent committee responsible for quality assurance, the HEQC, have functioned effectively in terms of the CHE's statutory mandate and have adhered to principles of good governance.

6. Subsequent events

The Council is aware of the COVID 19 pandemic which resulted in the national lockdown and travel restrictions and impacted on the training arrangements and physical site visits. This resulted in more funds for the fiscal year 2021/2022 been allocated for the usage of 3G cards and data utilisation for virtual meetings and employees working remotely.

7. Risk Management

The CHE has reviewed its risk profile during the year to consider the extent to which potential events may have an impact on the achievement of the CHE's objectives. Emerging events were assessed from two perspectives – likelihood and impact – and many risks, predominantly on a strategic level, were identified and evaluated.

8. Materiality and significant framework

As required by the Treasury Regulations, the Council has developed and agreed on a materiality and significance framework appropriate for its size and circumstances.

9. Internal audit

The internal audit function is fulfilled under the direction of the Audit and Risk Committee and ultimately the Council, to evaluate the effectiveness of the CHE's systems of internal controls, and to recommend improvements where appropriate. The internal audit function is currently outsourced.

10. Auditors

As required by the PFMA, the current external auditor of the CHE is the Auditor General of South Africa.

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Statement of Financial Position as at 31 March 2022

Figures in Rand	Note(s)	2022	2021
Assets			
Current Assets			
Receivables from exchange transactions	6	1 492 946	212 038
Prepayments	5	423 310	684 682
Cash and cash equivalents	7	36 086 714	34 969 632
		38 002 970	35 866 352
Non-Current Assets			
Property, plant and equipment	2	34 457 624	31 380 746
Intangible assets	4	1 551 508	1 874 249
Prepayments	5	23 056	8 552
		36 032 188	33 263 547
Total Assets		74 035 158	69 129 899
Liabilities			
Current Liabilities			
Payables from exchange transactions	14	7 258 796	7 650 638
Provisions	13	3 183 213	3 265 115
Unspent conditional grants and receipts	12	3 000 000	1 893 667
Bank overdraft	7	12 154	-
		13 454 163	12 809 420
Net Assets		60 580 995	56 320 479
Reserves			
Revaluation reserve	8	9 274 514	9 274 514
Accumulated surplus		51 306 481	47 045 966
Total Net Assets		60 580 995	56 320 480

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Statement of Financial Performance

Figures in Rand	Note(s)	2022	2021
Revenue			
Exchange revenue	9	8 002 120	7 006 026
Non-exchange revenue	10	71 905 667	69 162 483
Total revenue		79 907 787	76 168 509
Expenditure			
Employee related costs	15	(39 904 695)	(37 562 960)
Depreciation and amortisation	2&4	(1 686 762)	(2 259 060)
Repairs and maintenance		(1 656 682)	(956 026)
Loss on disposal of assets		(23 193)	-
General expenses	16	(32 375 940)	(30 397 273)
Total expenditure		(75 647 272)	(71 175 319)
Surplus for the year		4 260 515	4 993 190

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Statement of Changes in Net Assets

Figures in Rand	Revaluation reserve	Accumulated surplus	Total net assets
Opening balance at 01 April 2020	9 274 514	42 052 776	51 327 290
Changes in net assets			
Surplus for the year	-	4 993 190	4 993 190
Total changes	-	4 993 190	4 993 190
Balance at 01 April 2021	9 274 514	47 045 966	56 320 480
Changes in net assets			
Surplus for the year	-	4 260 515	4 260 515
Total changes	-	4 260 515	4 260 515
Balance at 31 March 2022	9 274 514	51 306 481	60 580 995

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Cash Flow Statement

Figures in Rand	Note(s)	2022	2021
Cash flows from operating activities			
Receipts			
Grants		73 012 000	54 770 000
Other receipts		6 968 080	9 567 694
		<u>79 980 080</u>	<u>64 337 694</u>
Payments			
Employee costs		(39 986 597)	(37 052 971)
Suppliers		(34 424 464)	(28 932 924)
		<u>(74 411 061)</u>	<u>(65 985 895)</u>
Net cash flows from operating activities	18	<u>5 569 019</u>	<u>(1 648 201)</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(4 384 889)	(730 989)
Proceeds from disposal of property, plant and equipment		22 198	-
Purchase of intangible assets	4	(101 400)	-
		<u>(4 464 091)</u>	<u>(730 989)</u>
Net cash flows from investing activities		<u>(4 464 091)</u>	<u>(730 989)</u>
Net increase/(decrease) in cash and cash equivalents		1 104 928	(2 379 190)
Cash and cash equivalents at the beginning of the year		34 969 632	37 348 822
Cash and cash equivalents at the end of the year	7	<u>36 074 560</u>	<u>34 969 632</u>

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Figures in Rand						
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Accreditation fees & Other income	5 539 662	-	5 539 662	8 002 120	2 462 458	
Interest received - investment	1 644 300	-	1 644 300	-	(1 644 300)	
Total revenue from exchange transactions	7 183 962	-	7 183 962	8 002 120	818 158	
Revenue from non-exchange transactions						
Transfer revenue						
Government grants & subsidies	70 012 000	-	70 012 000	71 905 667	1 893 667	
Surplus funds rolled-over	-	22 400 038	22 400 038	-	(22 400 038)	
Total revenue from non-exchange transactions	70 012 000	22 400 038	92 412 038	71 905 667	(20 506 371)	
Total revenue	77 195 962	22 400 038	99 596 000	79 907 787	(19 688 213)	
Expenditure						
Personnel	(40 769 668)	-	(40 769 668)	(39 904 695)	864 973	
Depreciation and amortisation	-	-	-	(1 686 762)	(1 686 762)	
Repairs and maintenance	(1 568 335)	-	(1 568 335)	(1 656 682)	(88 347)	
General expenses	(34 857 959)	(22 400 038)	(57 257 997)	(32 375 940)	24 882 057	
Total expenditure	(77 195 962)	(22 400 038)	(99 596 000)	(75 624 079)	23 971 921	
Operating surplus	-	-	-	4 283 708	4 283 708	
Loss on disposal of assets	-	-	-	(23 193)	(23 193)	
Unadjusted surplus funds	-	-	-	4 260 515		
Surplus as per Financial Performance	-	-	-	4 260 515		

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
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Figures in Rand

Budget vs Actual differences

Revenue

Revenue from exchange transactions was higher than budgeted mainly due to more applications for accreditation being received from private institutions.

Interest received less than budget due to reduced interest rates earned on investments. The CHE on the instruction of National Treasury transferred all surplus funds invested with commercial banks to the Reserve Bank Corporation for Public Deposit account. The interest earned on the CPD is lower than the rate from the commercial banks.

Expenditure

Employee costs underspent due to accumulation of savings in vacant funded posts during the financial year and unforeseen delays in filling these posts during the year under review.

Depreciation and amortisation not budgeted for as these are non cash items and therefore not considered for budgeting purposes.

General expenses underspent due to the adjustment of the budget in the third quarter when the CHE received additional rollover funding for the year.

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement unless specified otherwise. They are presented in South African Rand.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these audited annual financial statements, are disclosed below.

These accounting policies are consistent with the previous period.

1.1 Significant judgements and sources of estimation uncertainty

In preparing the audited annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the audited annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the financial statements. Significant judgements include:

Trade receivables

The CHE assesses its loans and receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the CHE makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for loans and receivables is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the portfolio.

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions is included in note 13 - Provisions.

Effective interest rate

The CHE used the prime interest rate to discount future cash flows.

Allowance for doubtful debts

On debtors, an impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between the debtors carrying amount and the present value of estimated future cash flows discounted at the effective interest rate, computed at initial recognition.

1.2 Property, plant and equipment

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Property, plant and equipment are initially measured at cost.

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies

1.2 Property, plant and equipment (continued)

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at the date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the CHE is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Property, plant and equipment are subsequent measured at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment are carried at cost less accumulated depreciation and any impairment losses except for Land and Building which are carried at the revalued amount being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Property, plant and equipment are depreciated on a straight-line basis over the expected useful lives to their estimated residual value.

An impairment loss is only recognised when the recoverable amount of an asset is less than its carrying amount and is measured as the amount by which the carrying amount of an asset exceeds its recoverable amount.

Subsequent to the recognition of an impairment loss on an asset, the related depreciation or amortisation charge should be adjusted for future periods.

An impairment loss is recognised immediately in the surplus or deficit, except where an asset is carried at a revalued amount in accordance with another GRAP standard on property, plant and equipment. Such an impairment loss is treated as a revaluation decrease to the extent of the revaluation surplus available in the revaluation reserve.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Land	Straight line	Indefinite
Buildings	Straight line	50 Years
Furniture and fixtures	Straight line	1-25 years
Office equipment	Straight line	1-25 Years
Computer equipment	Straight line	1-25 years

The residual value and the useful life and depreciation method of each asset are reviewed at the end of each reporting date. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31 March 2022

Accounting Policies

1.2 Property, plant and equipment (continued)

Reviewing the useful life of an asset on a basis does not require the CHE to amend the previous estimate unless expectations differ from the previous estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each period is recognised in CHE as an expense.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset from the derecognition of an item of property, plant and equipment is included in CHE or expense when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Revaluation of Land and Building

Land and buildings held for administrative purposes are carried at their revalued amounts, being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent impairment losses.

Revaluations are done by an independent valuer every 3 years so that the carrying amounts do not differ materially from those that would be determined using fair values at the reporting date. The fair value of Land and Buildings measured using the valuation model is based on market values.

Change in estimate

After the revaluation of Land and Building, the useful lives of all category of assets related to the building are re-assessed.

1.3 Intangible assets

An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from CHE and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the CHE intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the CHE or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

The CHE assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

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1.3 Intangible assets (continued)

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale;
- there is an intention to complete and use or sell it;
- there is an ability to use or sell it; and
- it will generate probable future economic benefits or service potential;
- there are available technical, financial and other resources to complete the development and to use or sell the asset; and
- the expenditure attributable to the asset during its development can be measured reliably.

Subsequent to initial recognition intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they have been tested for impairment by and whenever there is an indication that the asset may be impaired. For all other intangible assets, amortisation is provided on a straight-line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result, the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Useful life
Computer software	1-16 years
Internally generated intangible assets	10-20 years

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

1.4 Financial instruments

Financial assets and financial liabilities are recognised on the CHE's statement of Financial Position when the CHE becomes a party to the contractual provisions of the instrument.

Financial instruments are initially measured at cost, including transactional costs. Subsequent to initial recognition these instruments are measured as set out below:

Financial Assets

CHE's principal financial assets are accounts receivable and cash and cash equivalents.

Accounts receivables are subsequently measured at their amortised costs using the effective interest rate method and reduced by appropriate allowances for estimated irrecoverable amounts which represent cost.

Cash and cash equivalents are measured at cost.

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Financial assets or a portion thereof are derecognised when the contractual rights to the benefits specified in the contract expire and the CHE surrender those rights or otherwise loses control of the contractual rights that comprise the financial asset. On derecognition, the difference between the carrying amount of the financial asset and the sum of the proceeds receivable and any prior adjustment to reflect the cost of the asset that had been reported in the net assets is included in the surplus or deficit for the period.

Trade and other payables

Trade and other payables are stated at amortised cost using the effective interest rate method.

1.5 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.6 Employee benefits

Short-term employee benefits

The cost of all short-term employee benefits is recognised during the period in which the employee renders the related service to the CHE.

The provisions for employee entitlements to salaries and leave represent the amount that the CHE has a present obligation to pay as a result of employees' services provided to the statement of financial position date. The provisions have been calculated at undiscounted amounts on current salary rates.

The expected costs of bonus payment are recognised as an expense when there is a legal or constructive obligation to make such payment as a result of past performance.

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to industry-managed (or state plans) retirement schemes are dealt with as defined contribution plans where the CHE obligation under the schemes is equivalent to those arising in a defined contribution plan.

1.7 Provisions and contingencies

Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and

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Accounting Policies

1.7 Provisions and contingencies (Continued)

- a reliable estimate can be made of the obligation.

All the provisions of the CHE are short-term in nature and thus ignore the effect of discounting.

Where the effect of the time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the CHE settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating deficits.

1.8 Revenue from exchange transactions

Revenue from exchange transactions refers to revenue that accrued to the CHE directly in return for services rendered, the value of which approximate the consideration received or receivable.

The CHE receives exchange revenue from private institutions as indicated below:

- 1) **Private institutions application for accreditation:** Institutions pay a non-refundable fee which is recognised in revenue based on the stage of completion;
- 2) **Site visits:** Site visit fees including the associated costs incurred are invoiced to the institutions and recognised in revenue on an accrual basis; and
- 3) Other revenues such as conditions, representations, reaccreditation and referrals for private institutions are recognised as revenue on an accrual basis.

Interest received

Interest received from favourable bank deposits is recognised as revenue from exchange transactions through the statement of financial performance in the period it is received.

1.9 Revenue from non-exchange transactions

The transfer from DHET is recognised when it is probable that future economic benefits will flow to the CHE and when the amount can be measured reliably. A transfer is recognised as revenue to the extent that there is no further obligation arising from the receipt of transfer payment.

Conditions on transferred assets are stipulations that specify that the future economic benefits or service potential embodied in the asset is required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

Unspent conditional grant

Unspent conditional grants are disclosed as liabilities and only realised as revenue through the statement of financial performance when the conditions related to the grant are met.

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Accounting Policies

1.10 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was incurred in vain and could have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.11 Irregular expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including:

- (a) the PFMA; or
- (b) National Treasury regulations.

All expenditure relating to irregular expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of expenses and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA requires the following (effective from 1 April 2008).

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

1.12 Budget information

CHE is typically subject to budgetary limits in the form of appropriations or budget authorisations (or equivalent), which is given effect through authorising legislation, appropriation or similar.

General purpose financial reporting by CHE shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

The financial statements and the budget are not presented on the same basis as the audited annual financial statements are prepared on an accrual basis and the budget on a cash basis of accounting. A reconciliation between the surplus/(deficit) for the period as per the statement of financial performance and the budgeted surplus/(deficit) is included in the statement of comparison of budget and actual amounts.

1.13 Related parties

The CHE operates in an economic sector currently dominated by entities directly or indirectly owned by the South African Government. As a consequence of the constitutional independence of the three spheres of government in South Africa, only entities within the national sphere of government are considered to be related parties.

Management is those persons responsible for planning, directing and controlling the activities of the CHE, including those charged with the governance of the CHE in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are considered to be those family members who may be expected to influence or be influenced by, that management in their dealings with the CHE.

1.14 Standards of GRAP not yet effective

The following standards have been approved but are not effective on 31st March 2022.

GRAP 104 Financial Instruments.
GRAP 25 Employee benefits

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Accounting Policies

1.15 Events after reporting date

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The CHE will adjust the amount recognised in the financial statement to reflect adjusting events after the reporting date once the event occurred.

1.16 Non-adjusting events after reporting date

The CHE shall not adjust the amounts recognised in its financial statements to reflect non-adjusting events after the reporting date.

The CHE shall disclose the following for each material category of the non-adjusting event after the reporting date:

- a) The nature of the event; and
- b) An estimate of its financial effect, or a statement that such an estimate cannot be made.

1.17 Commitments

Items are classified as commitments when the CHE has committed itself to future transactions that will normally result in the outflow of cash to third parties or suppliers. Disclosures are required in respect of all contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements making a distinction between operational expenditure and capital expenditure. The CHE recognises and discloses three categories of commitments namely;

1) Payroll commitments

These are commitments made in the form of contracts offered to peer academics and consultants who provide services to the CHE on higher education-related matters.

2) Open purchases orders

These are system generated and approved open purchase orders issued to suppliers before the end of the financial year, but for which goods or services has not yet been provided or received.

3) Contracts

These are contracts or balances that are in place or issued before the end of the financial year, therefore awarded to suppliers to render goods and services for the ensuing periods. Wherein contracts have rates/ad-hoc fees CHE will apply cost estimates, to carter for additional cost while servicing the contract.

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Notes to the Annual Financial Statements

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2. Property, plant and equipment

	2022		2021			
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Land	8 300 000	-	8 300 000	8 300 000	-	8 300 000
Buildings	30 456 680	(11 500 580)	18 956 100	30 456 680	(10 983 595)	19 473 085
Furniture and fixtures	2 459 147	(1 731 173)	727 974	2 137 364	(1 622 671)	514 693
Office equipment	5 737 476	(2 734 333)	3 003 143	4 080 301	(2 421 564)	1 658 737
Computer equipment	5 331 626	(1 861 219)	3 470 407	3 510 191	(2 075 960)	1 434 231
Total	52 284 930	(17 827 306)	34 457 624	48 484 537	(17 103 791)	31 380 746

Reconciliation of property, plant and equipment - 2022

	Opening balance	Additions	Disposals	Depreciation	Total
Land	8 300 000	-	-	-	8 300 000
Buildings	19 473 085	-	-	(516 985)	18 956 100
Furniture and fixtures	514 693	321 783	-	(108 502)	727 974
Office equipment	1 658 737	1 681 242	(1 207)	(335 629)	3 003 143
Computer equipment	1 434 231	2 381 865	(41 158)	(304 531)	3 470 407
	31 380 746	4 384 890	(42 365)	(1 265 647)	34 457 624

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2. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2021

	Opening balance	Additions	Depreciation	Total
Land	8 300 000	-	-	8 300 000
Buildings	20 499 998	75 000	(1 101 913)	19 473 085
Furniture and fixtures	577 869	52 008	(115 184)	514 693
Office equipment	1 748 256	291 400	(380 919)	1 658 737
IT equipment	1 371 337	312 582	(249 688)	1 434 231
	32 497 460	730 990	(1 847 704)	31 380 746

Pledged as security

No assets are pledged as security.

Repairs and Maintenance expenditure

Expenditure relating to repairs and maintenance of the building amounted to R1,656,682:(2021:R956,026).

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2. Property, plant and equipment (continued)

Details of property

- Land	8 300 000
- Building	18 956 100
Carrying amount	27 256 100

The 7,580 square meters property is located at 1 Quintin Brand, Persequor Technopark, Tshwane with title deed number T4934/2009. The property is revalued every 3 years and the last valuation was R28,800,000 at the end of March 2020.

3. Change in estimate

Property, plant and equipment

Management reassessed the useful lives of assets that were approaching a nil carrying amount but were still in good condition. The reassessment was performed on individual assets in each category and their useful lives were extended by an additional four years for Furniture and Office equipment while the Building was extended by an additional 20 years.

The change in estimate was effected prospectively from the beginning of the financial year and the impact on depreciation per asset category is as follows:

Category	Original estimate	Revised depreciation	Reduction in depreciation expense
Building	1 102 252	516 985	(585 267)
Furniture and fittings	16 756	4 189	(12 567)
Office equipment	30 702	7 676	(23 026)
	1 149 710	528 850	(620 860)

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4. Intangible assets

	2022			2021		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Internally generated Computer software	4 196 475	(3 205 905)	990 570	4 196 475	(2 901 114)	1 295 361
	1 632 435	(1 071 497)	560 938	1 600 533	(1 021 645)	578 888
Total	5 828 910	(4 277 402)	1 551 508	5 797 008	(3 922 759)	1 874 249

Reconciliation of intangible assets - 2022

	Opening balance	Additions	Disposals	Amortisation	Total
Internally generated Computer software	1 295 361	-	-	(304 791)	990 570
	578 888	101 400	(3 026)	(116 324)	560 938
	1 874 249	101 400	(3 026)	(421 115)	1 551 508

Reconciliation of intangible assets - 2021

	Opening balance	Amortisation	Total
Internally generated Computer software	1 600 152	(304 791)	1 295 361
	685 454	(106 566)	578 888
	2 285 606	(411 357)	1 874 249

Fully amortised software

During the year under review, fully amortised computer software with the cost price of R632,550 was still in use. After the reassessment of useful lives of all assets at year end, management decided not to extend their amortisation period as the continued use of this software depend on the annual renewal of their respective licences.

Internally Generated Intangible Assets

Internally generated assets relate to the development costs of the Higher Education Quality Committee (HEQC) and Higher Education Quality Sub-Framework online systems. These two systems are owned by the CHE and were developed to enhance the CHE process of receiving and processing applications from institutions for accreditation and meets the definition of internally generated intangible assets according to GRAP 31 on intangibles.

5. Prepayments

Opening balance	693 234	1 866 438
Additions during the year	611 756	488 315
Amounts realised to expenses during the year	(858 714)	(1 661 519)
	446 276	693 234

6. Receivables from exchange transactions

Trade debtors	151 592	71 651
Deposits	1 316 355	63 698
Over payment to supplier	13 299	47 585
Staff loans	11 700	29 104
	1 492 946	212 038

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Figures in Rand 2022 2021

6. Receivables from exchange transactions (continued)

Trade and other receivables pledged as security

Trade and other receivables were not pledged as security for any financial liability.

Credit quality of trade and other receivables

The credit quality of trade and other receivables that are neither past nor due can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates:

Fair value of receivables from exchange transactions

The fair value of short-term receivables approximates the carrying amount of the balance due to their short-term maturity.

Trade and other receivables past due but not impaired

Trade and other receivables which are less than three months past due are not considered to be impaired. At 31 March 2022, R118,453 (2021: R50,869) were past due but not impaired.

The ageing of amounts past due but not impaired is as follows:

3 months past due	118 453	50 869
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The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable mentioned above. The CHE does not hold any collateral as security.

Trade receivables have not been discounted as the amount is not considered material.

7. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	89	982
Standard Bank: Current Account	3 543 209	4 056 578
Investec Investment Account	-	16 607 641
Standard Bank: Investment Account	-	13 651 750
Standard Bank: Private Accreditation Receiving Account	2 182 977	652 681
Reserve Bank -CPD	30 360 439	-
Credit Card	(12 154)	-
	<u>36 074 560</u>	<u>34 969 632</u>

Credit quality of cash at bank and short term deposits, excluding cash on hand

The credit quality of cash at bank and short term deposits, excluding cash on hand can be assessed by reference to external credit ratings (if available) or historical information about counterparty default rates.

The CHE holds a short-term investment account with the Reserve Bank, Corporation for Public Deposits account where surplus cash is held during the year, earning interest rate of approximately 4.25% pa. This investment is accessible on a 30-day notice.

8. Revaluation reserve

Revaluation surplus relates to property, plant and equipment.

Opening balance	<u>9 274 514</u>	<u>9 274 514</u>
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Figures in Rand	2022	2021
9. Exchange revenue		
Accreditation fees	6 670 373	4 921 483
Conference fees	-	4 800
Interest received -investment	1 245 964	2 062 793
Other income	85 783	16 950
	8 002 120	7 006 026
10. Non exchange revenue		
Operating grants		
Government grant	71 905 667	66 949 950
University of Johannesburg- QAF Project	-	2 212 533
	71 905 667	69 162 483
11. Investment income		
Interest revenue		
Interest earned	1 245 964	2 062 793
Interest earned relates to surplus cash reserves deposited in short-term investments with effective interest received of approximately 4.25 %.		
12. Unspent conditional grants and receipts		
Unspent conditional grants and receipts comprises of:		
Unspent conditional grants and receipts		
Unspent grant	3 000 000	1 893 667
Movement during the year		
Balance at the beginning of the year	1 893 667	14 995 284
Additions during the year	3 000 000	213 590
Income recognition during the year	(1 893 667)	(13 040 454)
Conditional grant returned to University of Pretoria	-	(274 753)
	3 000 000	1 893 667
Grant breakdown		
National Skills Fund	-	1 893 667
University of Johannesburg	3 000 000	-
	3 000 000	1 893 667

After the successful completion of the conceptualisation phase of the Quality Assurance Framework (QAF) in 2021, the CHE received additional funding from the University of Johannesburg for Phase two of the Quality Assurance Framework (QAF) which will see the preparation of the implementation stage of the Framework. Phase two of the project will be undertaken and completed during the course of the 2023 financial year.

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2022

2021

13. Provisions

Reconciliation of provisions - 2022

	Opening Balance	Additions	Utilised during the year	Total
Leave pay provision	2 012 559	320 611	(373 070)	1 960 100
Performance bonus	1 252 556	1 223 090	(1 252 533)	1 223 113
	3 265 115	1 543 701	(1 625 603)	3 183 213

Reconciliation of provisions - 2021

	Opening Balance	Additions	Utilised during the year	Total
Leave pay provision	1 590 070	590 838	(168 349)	2 012 559
Performance bonus	1 165 420	1 253 056	(1 165 920)	1 252 556
	2 755 490	1 843 894	(1 334 269)	3 265 115

Leave pay provision

Leave pay provision relates to the vesting leave pay to which employees may become entitled upon leaving the employment of CHE. The provision is utilised when employees are paid for their accumulated leave. There are no expected reimbursement of this provision.

Leave from the previous cycle not taken within six months after the end of the cycle is forfeited by the employee.

Performance bonus

Performance bonuses are payable to eligible employees after the finalisation of the moderation process and conclusion of external audit for the year under review.

14. Payables from exchange transactions

Trade payables	3 135 605	3 237 610
Accreditation fees received in advance	2 700 497	2 977 066
Accruals	1 409 884	1 423 152
Accrued bonus	12 810	12 810
	7 258 796	7 650 638

CHE pays all its trade and other payables within 30 days of receipt of invoice in accordance with the terms of the PFMA and Treasury Regulations.

The fair value of payables approximates the carrying amount due to their short-term nature.

15. Employee costs

Basic	32 912 155	30 469 245
Retirement annuity	771 474	754 633
Medical aid - company contributions	704 076	678 657
UIF	217 296	175 194
Other short term costs-Social club	33 920	35 500
Defined contribution plans -Provident fund	2 848 611	2 788 735
Provident Fund: Administration fees	836 611	778 460
Workmans compensation	36 851	39 142
Leave pay provision charge	320 611	590 838
Performance bonus provision	1 223 090	1 252 556
	39 904 695	37 562 960

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Figures in Rand	2022	2021
16. General expenses		
Consultancy services and Subcommittee members	2 282 851	1 384 437
Outsourced services	658 540	3 346 270
Assessment rates and municipal charges	677 104	561 875
Auditors' remuneration -Refer to Note 17	1 149 150	1 342 577
Bank charges	95 084	44 597
Cleaning	940 369	517 067
Peer academics	12 042 543	12 477 063
Consumables	23 220	25 138
Interest paid	577	-
Garden services	146 697	108 338
Insurance	170 843	170 842
Conferences and seminars	13 184	10 193
Bursaries	99 820	-
IT expenses	4 920 038	2 170 655
Levies	89 345	88 576
Magazines, books and periodicals	-	9 692
Recruitment costs	1 052 920	1 061 149
Postage and Courier	49 640	5 194
Printing and stationery	780 626	864 370
Security services	375 743	351 162
Employee welfare	193 518	105 044
Subscriptions and Membership fees	121 659	101 921
Telephone, Cellphone and Data costs	789 730	769 633
Training	400 432	73 086
Travel - local	608 491	15 060
Electricity	523 052	458 775
Lease rentals on operating lease	119 257	73 554
Honorarium	200 000	33 000
Venue and Catering	445 464	8 050
Remuneration of Council and Committee members	2 027 160	2 478 588
Legal fees	1 378 883	1 708 707
Other expenses	-	32 660
	32 375 940	30 397 273
17. Auditors' remuneration		
External auditors	788 279	768 292
Internal auditors	360 871	574 285
	1 149 150	1 342 577
18. Cash generated from (used in) operations		
Surplus	4 260 515	4 993 190
Adjustments for:		
Depreciation and amortisation	1 686 762	2 259 060
Loss on disposal of assets	23 193	-
Movements in provisions	(81 902)	509 625
Changes in working capital:		
Receivables from exchange transactions	(1 280 908)	92 723
Prepayments	246 868	1 173 204
Payables from exchange transactions	(391 842)	2 425 614
Unspent conditional grants and receipts	1 106 333	(13 101 617)
	5 569 019	(1 648 201)

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Annual Financial Statements for the year ended 31 March 2022

Notes to the Annual Financial Statements

Figures in Rand

	2022	2021
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19. Commitments

Operating leases- as lessee

Minimum lease payments due

• Within one year	158 238	145 052
• In second to fifth year	171 425	329 663
	329 663	474 715

Total capital commitments

Already contracted for but not provided for	329 663	474 715
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Operating lease payments represent rentals by the CHE for photocopying machines. These leases are negotiated for periods of 36 months. The operating lease liability at the end of the period is R329 663 (2021:R474,715).

Other Commitments

The CHE had no capital commitment for the year under review (2021:Nil).

Commitments for goods and services to be rendered to the CHE in the next financial year 2022-23 amounts to R9,264,422. This amount is broken down between Payroll R3,963,600, Purchase orders R539,927 and Contracts of R4,760,895.

The amount of R9,264,422 will not be used as a base to calculate the request for retention of cash surplus as per National Treasury instruction no 6 2017/18 because some amounts such as R4,760,895 for contracts do not meet the criteria as per National Treasury Instruction no 6 of 2017/18.

The full commitments including contracts for goods and services to be rendered to the CHE as at 31st March 2022 amount to R22,810,141 (2021:R4,978,657).

20. Related parties

Relationships

Department	DHET
Public entities under DHET	SAQA
Controlling entity	University of Johannesburg University of Stellenbosch

Senior Management and Council Members

Refer to note 21

Related party balances:

Transactions included in revenue

DHET	71 905 667	69 949 950
University of Johannesburg	-	2 212 537

Transactions included in expenditure

SAQA	84 800	2 000 000
University of Johannesburg	363 043	1 089 126
University of Stellenbosch	342 857	257 142

Balances in current liabilities

University of Johannesburg	3 000 000	1 893 667
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2022

2021

21. Members of Key Management and Council Emoluments

Executive Management

2022

	Emoluments	Acting allowance	Performance bonus	Leave paid	Total
Chief Executive Officer	1 908 942	-	-	-	1 908 942
Chief Financial Officer	1 512 456	-	71 362	-	1 583 818
Director: Corporate Services	1 509 183	-	69 063	-	1 578 246
Director: QAPC	1 317 146	55 704	69 128	-	1 441 978
Director: Accreditation *	1 257 652	-	78 334	116 073	1 452 059
Acting Director: Accreditation **	-	25 586	-	-	25 586
Director: National Reviews and Std Dev	1 509 183	-	63 102	-	1 572 285
Director: Institutional Audits	1 297 679	-	59 041	-	1 356 720
Director HEQSF ***	203 773	-	-	-	203 773
	10 516 014	81 290	410 030	116 073	11 123 407

* Retired January 2022.

**Acting Feb to March 2022

*** Appointed February 2022.

2021

	Emoluments	Other benefits*	Pension paid or receivable	Total
Chief Executive Officer	318 157	-	-	318 157
Chief Executive Officer	1 013 050	-	82 126	1 095 176
Chief Financial Officer	1 512 456	-	69 066	1 581 522
Director: Corporate Services	1 509 183	-	61 885	1 571 068
Director: QAPC	1 281 694	129 283	70 876	1 481 853
Director: Accreditation	1 509 183	-	67 139	1 576 322
Acting Director: Accreditation	-	63 964	-	63 964
Director: National Reviews and Std Dev	1 509 183	-	56 026	1 565 209
Director: Institutional Audits	1 278 497	-	-	1 278 497
	9 931 403	193 247	407 118	10 531 768

Council Members' Remuneration

2022

	Members' fees	Total
For services as Council and Committee members	2 027 160	2 027 160

2021

	Members' fees	Total
For services as Council and Committee members	2 478 588	2 478 588

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22. Financial instruments disclosure

Categories of financial instruments

2022

Financial assets

	At cost	Total
Loans to employees	11 700	11 700
Trade and other receivables from exchange transactions	178 420	178 420
Cash and cash equivalents	36 074 560	36 074 560
	<u>36 264 680</u>	<u>36 264 680</u>

Financial liabilities

	At cost	Total
Trade and other payables from exchange transactions	4 558 299	4 558 299
Bank overdraft (Credit Card)	12 154	12 154
	<u>4 570 453</u>	<u>4 570 453</u>

2021

Financial assets

	At cost	Total
Loans to employees	29 104	29 104
Trade and other receivables from exchange transactions	182 294	182 294
Cash and cash equivalents	33 317 882	33 317 882
	<u>33 529 280</u>	<u>33 529 280</u>

Financial liabilities

	At cost	Total
Trade and other payables from exchange transactions	4 673 572	4 673 572

The reported figure of Financial liabilities in the prior year of R7,650,637 included accreditation fees received in advance of R2,977,065 which do not meet the definition of a financial liability. The reported comparative figure has been adjusted to correct this.

23. Risk management

Financial risk management

Liquidity risk

The CHE is only exposed to liquidity risk with regards to the payment of its trade payables. These trade payables are all due within a short-term. The CHE manages its liquidity risk by holding sufficient cash in its bank account, supplemented by cash available in a Reserve Bank's corporation for public deposits account (CPD).

Interest rate risk

The CHE's income and operating cash flows are substantially independent of changes in the market interest rates. However the value of income earned on call account investment balances will be affected when there are fluctuations in the market interest rates.

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23. Risk management (continued)

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents and trade debtors. The entity only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

Financial assets exposed to credit risk at year end were as follows:

Financial instrument		
Standard Bank: Current Accounts	5 726 186	4 709 259
Trade Debtors	151 592	71 719
Investec: Investment Account	-	16 607 641
Standard Bank: Investment Account	-	13 651 750
Reserve Bank of South Africa: Corporation for Public Deposits	30 360 439	-

Trade Debtors age analysis as at 31st March 2022	Over 90 Days	60 Days	30 Days	Current	Total
	118 453	-	-	33 139	151 592

Trade Debtors age analysis as at 31st March 2021	Over 90 Days	60 Days	30 Days	Current	Total
	50 869	-	-	20 850	71 719

24. Taxation

The CHE is exempt from normal income tax as more than 80% of its income is defrayed from the funds voted by Parliament. The CHE is exempted from payment of Value Added Tax (VAT) on the transfer received. As a result, any VAT paid by CHE is also not refundable by the South African Revenue Services (SARS).

25. Fruitless and wasteful expenditure

Balance brought forward	-	1 745
Current year additions	577	-
Amounts recovered	-	(1 745)
Amounts written-off	(577)	-
	-	-

The current year addition relates to interest charged on late payment of a service provider invoice that was sent to an email of a resigned CHE official.

26. Irregular expenditure

There was no irregular expenditure incurred during this financial year nor brought forward from prior year.

27. Contingent Liability

The CHE had unspent cash of R24,125,492 from the budget of the year under review. This unspent cash is ordinarily supposed to be transferred back to National Treasury according to section 53(3) of the PFMA. The CHE has requested for the retention of these funds from National Treasury to cater for the commitments made as well as the development of the QAF MIS in the 2022-23 financial year

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28. Contingent Asset

In December 2019, the CHE was a respondent to an application brought to the High Court by Educor, Damelin and Lyceum Colleges. The application sought to interdict suspending the operation and implementation of the decision by the CHE not to re-accredit certain academic programmes offered by these institutions. The Court dismissed the application with costs and the CHE expects to recover up to R397,856 in legal fees in the second half of 2022 as a result of this application.

29. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

Due to the commitment of funding from DHET over the medium term expenditure framework (MTEF) period, the CHE will continue to operate for the foreseeable future and as at 31st March 2022, the total assets of the CHE exceeded its liabilities by R60 580 995.

30. Accounting by Principles and Agents

CHE as the principle

1) South African Qualifications Authority (SAQA)

In terms of the National Qualifications Framework (NQF) Act of 2008, the CHE is obliged to provide data about learner achievements in Higher Education for both private and public Institutions to the National Learners' Record Database (NLRD), operated by SAQA. For public Universities, this is done through the Higher Education Management Information Systems (HEMIS) of the Department of Higher Education and Training (DHET). The information for Private Higher Education Institutions (PHEI's) has been managed through the HEQCIS. An agreement was signed between the CHE and SAQA whereby SAQA would provide support to the HEQCIS for the CHE based on SAQA's experience in running the NLRD. The CHE paid SAQA R84,800 (2021:R2,000,000) to carry out this function.

2) University of Johannesburg

As part of its mandate on Research Monitoring and Advice, the CHE appointed the University of Johannesburg to render services and perform all necessary and relevant functions, task and activities relating to the project on *Access and Success in Higher Education in South Africa: Impact on inequality*. This project was to specifically assess the impact of the recent student upheavals and associated changes in the Higher Education policy on inequality. The CHE as the principle paid the University of Johannesburg R1,633,690 to carry out this function for the period February 2020 to July 2021. Included in general expenses is the pro rata amount of R363,043 (2021:R1,089,126) of the contract fee.

3) University of Stellenbosch

The CHE at the request of the Minister of Higher Education, Science and Innovation, is conducting an inquiry into the remuneration of the university Vice-Chancellors and other senior executive managers at all public universities in South Africa. As part of the inquiry, the CHE required a critical and comparative analysis of key aspects of the information gathered by the CHE from universities particularly the nature of trends in remuneration in the 26 public universities in South Africa from 2005 to date. The Centre for Research on Evaluation, Science and Technology at the University of Stellenbosch was contracted to undertake this critical comparative analysis on behalf of the CHE for a contract amount of R600,000. Included in General expenses for the year under review is the pro rata amount of R342,857 (2021: R257,142) of the contract fee. The duration of this contract was from February to May 2021.

31. BBBEE Status

As at 31st March 2022, the CHE was rated at level D in terms of the Broad Based Black Economic Empowerment (BBBEE) status.

32. Prior year reclassification

In the prior year, prepayments to the value of R8,552 were incorrectly classified under current assets in the statement of financial position. A reclassification to non-current assets of this amount has been made in the comparative year.



COUNCIL ON HIGHER EDUCATION

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