



COUNCIL ON HIGHER EDUCATION



2022/23



ANNUAL Report



**COUNCIL ON HIGHER EDUCATION
(CHE)
ANNUAL REPORT
FOR THE
2022/23 FINANCIAL YEAR**

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PART

A

**GENERAL
INFORMATION**

I. PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME:	Council on Higher Education
REGISTRATION NUMBER (if applicable):	None
PHYSICAL ADDRESS:	I Quintin Brand Street Persequor Technopark Pretoria 0020
POSTAL ADDRESS:	PO Box 94 Persequor Park 0020 South Africa
TELEPHONE NUMBER/S:	012 349 3840
FAX NUMBER:	012 349 3942
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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
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 2022/23 has seen the appointment and induction of a new Chairperson of Council and new members of Council at the CHE. It has been a great honour to take up the position of Chairperson of the organisation, and to sign off on this first annual report under the leadership of the new Council.

I wish to formally acknowledge the great contribution of the former Chairperson, Professor N. Themba Mosia, and other outgoing Council members. The work they have done has set the CHE on a strong and purposeful forward trajectory which the new Council will build on, as we craft the new five-year strategic plan for the organisation. The contribution of the former Council was celebrated at a gala dinner held on 21 September 2022.

Higher education has come under scrutiny this year with some institutions being evaluated by Ministerial assessors and put under administration. Governance challenges at public institutions, including our universities, remain a great cause for concern. The work of the CHE in this context, in ensuring the quality and integrity of the academic project is becoming more and more important. Apart from the routine accreditation of programmes, the work of the CHE in institutional audits and in the national doctoral qualification review this year has enabled a continuous focus on quality provisioning.

Site visits for the institutional audits of 19 of the 26 public universities were conducted and the resulting institutional audit reports of these institutions are being processed and form the basis for the continuous improvement of the academic project in support of student success. The CHE is currently implementing institutional audits at the remaining public universities and beginning the audits of private higher education institutions as well.

The national review of South African doctoral qualifications, undertaken in collaboration with the National Research Foundation (NRF) was completed. All institutions that offer doctoral qualifications, both public and private, were required to participate. All the institutions are implementing improvement plans to address areas that were identified as needing to be strengthened during the review. The CHE

published a *Doctoral Degrees National Report* which was formally launched in September 2022. By and large, the review found that the doctoral qualification in South Africa is on par with international standards, but that there was room for improvement, specifically as it relates to doctoral supervision and funding for doctoral students and for institutions. There are several issues that need to be addressed through actions at the national level, and the CHE is formulating a piece of advice on these for the Minister of Higher Education, Science and Innovation.

The CHE's Research, Monitoring and Advice function continues to be an area of strategic focus and growth, as the CHE 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 on five aspects to the Minister of Higher Education Science and Innovation.

Two pieces of advice were provided in response to requests from the Minister. These included advice on *Honorary Degrees and Professorships*, and advice on *Pathways and Practices leading to the Chartered Accounting Professional Designation in South Africa*. Three pieces of proactive advice were provided, including advisory notes on *Epistemic*

Access and Success of Students from Historically Disadvantaged Backgrounds in Higher Education in South Africa, on Efficiency in the Utilization of Resources in Public Higher Education Institutions in South Africa and advice on Recognition of Prior Learning (RPL) in Higher Education.

The financial year 2022/23 marked the fourth year of implementation of the CHE's current 5-year Strategic Plan 2020-2025. The CHE achieved 46 of the 47 output indicators in the Annual Performance Plan. The CHE is proud that an unqualified audit opinion, in effect a clean audit, was received from the Auditor-General. Council members, members of all the governance committees and the staff of the CHE are congratulated for this excellent performance.

The CHE will embark on the development of its new 5-year Strategic Plan in 2023/24. The organisation has adopted a new vision for quality assurance, embodied in the new Quality Assurance Framework to be formally launched in 2023/24, and to position itself strongly as a knowledge centre and intellectual hub for higher education in the country. Digital transformation in the CHE and in the sector will increasingly characterize the work and operations of the CHE. 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 infused the notion of 'transformation

as quality and quality as transformation' in all its work. Work on Terms of Reference for the CHE to develop this work into a full mandate is progressing well. Significant steps have already been taken in this regard, and it is envisaged that these will continue to form the strategic pillars that underpin the new Strategic Plan.

The year 2023 marks the 25th anniversary of the inception of the CHE. Several projects are underway to celebrate this achievement, and the contribution that the CHE has made to advancing quality in, and knowledge of higher education in South Africa over the years.

The CHE expresses its gratitude to the Portfolio Committee on Higher Education, Science and Innovation under the capable leadership of Hon NT Mkhathswa, MP, for its positive engagement with and guidance to the CHE.

In closing, 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 this new Council and myself with the responsibility to serve the country through contributing to quality higher education in all its institutions.



Rev. VF Memani-Sedile
Chairperson
Date: 31 July 2023

4. CHIEF EXECUTIVE OFFICER'S OVERVIEW



The financial year 2022/23 proved to be a productive and successful year for the Council on Higher Education (CHE). It was a year in which the organisation managed to achieve 98% of the targets that were set in the Annual Performance Plan. The CHE was also able to achieve a clean audit, the first since 2019/20, with no material misstatements or findings in the year under review.

In addition to the achievements highlighted in the Chairperson's Foreword, some of the significant achievements in this year, captured in this Annual Report, include the following:

- An extensive research report on the review of the Higher Education Sub-framework (HEQSF) was concluded and it will be used to finalise a Revised HEQSF which is planned to be gazetted before the end of the 2023/2024 financial year.
- A *Good Practice Guide on Student Engagement in Quality Assurance and Promotion in Higher Education* was approved by the Higher Education Quality Committee (HEQC) in February 2023.
- The *Policy on Articulation into and through Higher Education* was finalised and published.
- A research project looking into the qualifications offered by business schools based at public universities and private higher education institutions in the country was undertaken by the CHE and culminated in a *Report on the offering of qualifications on the HEQSF by South African Business Schools*. The report covers aspects such as the qualifications offered; quality management structures and processes; admission requirements; RPL; registration and certification processes; the management of WIL; and international connectedness. By and large, business school offerings were found to be compliant with the HEQSF, with the required regulatory conditions for offering higher education qualifications to be in place.
- A new online *Higher Education Quality Committee Information System (HECQIS)* has been developed, fully located at, and fully owned by the CHE. This system allows the CHE to fulfil its regulatory responsibility of submitting student achievement data from the private higher education institutions to the South African Qualifications Authority (SAQA). The plan going forward is to extend this system to include public institutions.
- 565 accreditation proceedings were processed for consideration by the Higher Education Quality Committee (HEQC) in 2022/23. In the financial year, 97% of programme accreditation applications that received, went through the accreditation process and were presented to the HEQC within 12 months from the date of appointment of evaluators. In the new financial year, the time frame for this is targeted as 8 months.
- Considering the increasing national focus on early literacy/languages and numeracy/mathematics education, the HEQC approved that a review of Initial Teacher Education programmes, with a specific focus on Foundation Phase and Intermediate Phase teacher education should be conducted. Good progress has been made with the development of qualification standards, against which the review will be conducted.
- The CHE continues to strengthen its research, monitoring and advice work, in line with the strategic objective to be a reputable centre of intellectual discourse, knowledge generation and advice on higher education. Several research projects were underway in the year

under review, with some completed during the year. A number of publications were finalised and released, a seminal one being the *Review of South African Higher Education Twenty-five Years into Democracy*. The CHE continues to host dialogue events in the form of workshops, seminars and colloquia, and a very successful conference on 'Promoting Access to, and Success in Postgraduate Studies' took place from 1 to 3 March 2023.

The CHE's preparation for the implementation of the new Quality Assurance Framework (QAF) has continued apace. Good progress has been made on unpacking how the new external quality assurance (EQA) functions of the CHE will be implemented, and the process has benefited from continual engagement with institutions resulting in a draft document titled "*Implementation protocols for the external quality assurance functions of the Quality Assurance Framework for Higher Education in South Africa*" which will be finalised in the new financial year.

Six new Higher Education Practice Standards (HEPS) were also developed using the new Communities of Practice (CoP) approach and are currently being consulted with the sector. A large part of the implementation of the QAF will rely on the development of a QAF Management Information System (MIS), in line with the Digital Transformation Framework of the CHE. In this regard Council approved the design for a Minimum Viable Product (MVP) which will allow the development of the institutional quality assurance dashboards. These dashboards are intended to give the CHE a holistic understanding and view of the internal quality assurance capacity of each institution, and how it changes over time. This will allow the CHE to adopt a differentiated quality assurance approach for institutions.

The CHE's total revenue for 2022/23 was R86 200 669.00 and the expenditure for the year amounted to R102 636 302.00 resulting in a deficit of R16 435 633.00. There was therefore an unspent accumulated audited cash surplus of R2 681 827.00, much less than in a previous years. The CHE submitted the request to retain the unspent audited cash surplus to the National

Treasury to cater for commitments as per section 53(3) of the Public Finance Management Act, No. 1 of 1999.

The CHE will continue to intensify and enhance its internal controls in its quest to attain clean audits going forward, and to address the few non-material findings identified in the external audit.

In terms of economic viability, the CHE is financially dependent on a transfer of payment from the Department of Higher Education and Training. The entity continues to be a going concern, and as of 31st of March 2023, the total assets of the CHE exceeded its liabilities by R43 067 283.00.

The imminent implementation of the new Quality Assurance Framework, the growth of the higher education sector, including a steady growth in the number of private higher education institutions, the incorporation of the public agricultural, veterinary, nursing and emergency medical care colleges formally into higher education, the need to fully equip the organisation for a digital future, as well as an expanded functional mandate will require an injection of resources for the organisation, including human and financial resources. A new fit-for-purpose organisational structure is close to being finalised which will require some additional posts to be established. The CHE plans to engage the Department of Higher Education and Training and National Treasury on the resources required for it to fully execute its mandate. It will also look to diversify its funding streams through introducing an expanded cost recovery model for the services that it provides, and to seek partnership funding for some areas of its work.

The CHE has grown significantly since its inception in 1998, and in 2023 it celebrates 25 years of solid contribution to higher education in South Africa through the effective execution of its multiple mandates. The organisation continues to self-reflect and to continuously improve on its service as a public entity that must assist to build a quality higher education system that is accessible, successful and innovative. We enjoy

the higher education sector and the public to join the CHE in celebrating this milestone year, and to support the CHE as it positions itself to contribute further in the coming years.

In particular, the CHE acknowledges the continued support from the Department of Higher Education and Training, through the Director-General, Dr N Sishi and the Deputy

Director-General for University Education, Dr M Socikwa, and looks forward to continued support and partnership going forward.



Dr WJ Green
Chief Executive Officer
Date: 31 July 2023

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 ended on 31 March 2023.

Yours faithfully



Dr WJ Green
Chief Executive Officer
Date: 31 July 2023



Rev. VF Memani-Sedile
Chairperson
Date: 31 July 2023

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);

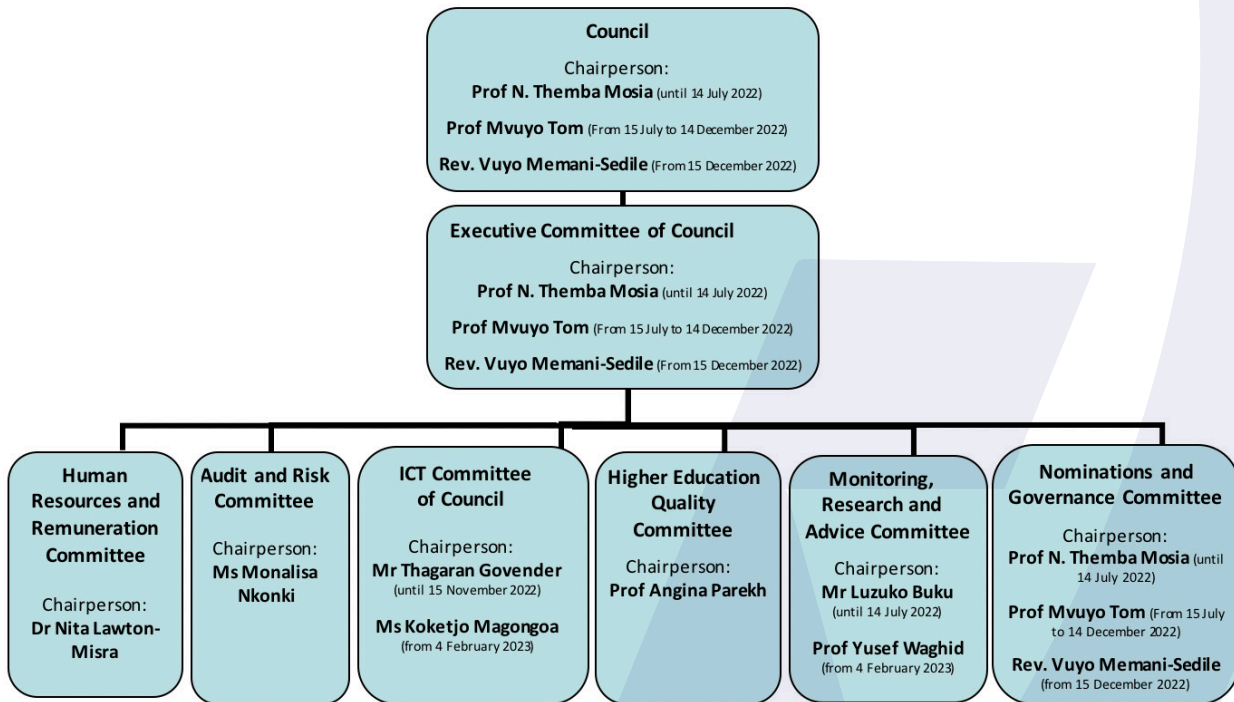
- collaborate with the SAQA and other QCs in terms of the system contemplated in section 13(1)(f)(i);
- develop and manage its Higher Education Qualifications Sub-framework (HEQSF), and make recommendations thereon to the Minister;
- advise the Minister on matters relating to its sub-framework;
- consider 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:

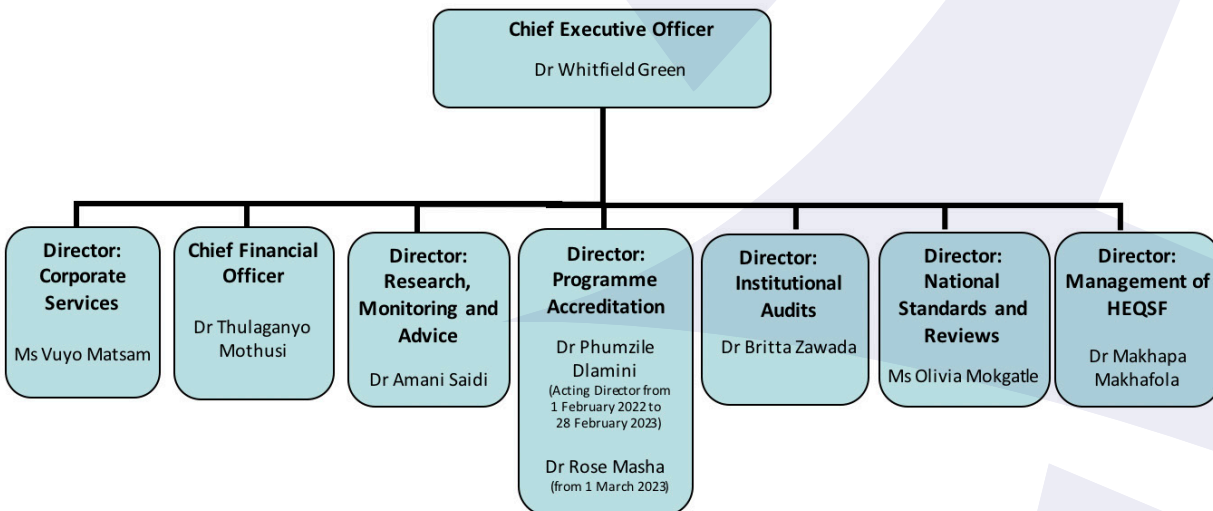
- National Plan for the Post School Education and Training 2021-2030 (NPPSET), 2021;
 - Articulation Policy for the Post-School Education and Training System in South Africa, 2017;
 - White Paper for Post-School Education and Training, 2013;
 - National Development Plan, 2012;
 - National Plan for Higher Education, 2001; and
 - Education White Paper 3:A Programme for the Transformation of Higher Education, 1997.
-

8. ORGANISATIONAL STRUCTURE

Council Structure



Management Structure



2023 CHE COUNCIL



**PART
B**

**PERFORMANCE
INFORMATION**

I. AUDITOR GENERAL'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 (105 to 112) of the Report of the Auditor-General, published as Part E: Financial Information of the 2022/23 Annual Report.

2. OVERVIEW OF PUBLIC ENTITY'S PERFORMANCE

2.1 Service Delivery and Organisational Environment

2.1.1 External Environment Analysis

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.

Governance challenges appear to be on the rise in the sector, with several ministerial-initiated independent assessments undertaken in recent times, potentially leading to institutions being placed under administration. One of the main reasons appears to be Council-Management tensions and the blurring of boundaries between governance and management roles.

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 further challenges of resourcing, capacity, and infrastructure.

Technological advances and the experience of the COVID-19 pandemic have made online and blended learning a more prevalent fixture of the higher education environment. The rapid emergence of Artificial Intelligence (AI) conversational agents such as CHAT GPT, which are based on large language models such as GPT-4, present many opportunities but also significant threats, including issues such as privacy, ethics and academic integrity. Staff and students have also commented on the alienation, the increased workload and time demands associated with blended and online learning, and the potential for exacerbating inequality if issues such as access to devices, to data and connectivity are not taken into account. There are concerns that these technological advances, which find easier traction in advantaged contexts, can widen the already significant digital divide. An increasing threat relates to the offering of qualifications by foreign institutions in the very unregulated online space.

Growing unemployment in a stagnant economy with insufficient growth prospects is contributing to an increasing demand for higher education (and post-school) opportunities at low or no cost, and placing pressure on the physical facilities, human resource capacity, and budgets of universities, as well as the public purse more generally.

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 earn qualifications aligned to workplace demands. Higher education institutions continue to come 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/or entrepreneurial.

Whilst universities must consider how their offerings relate to the changing world of work and the emerging digital knowledge economy, the higher education mission is much deeper than this and questions regarding the overall 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. A crucial concern is the ability of our higher education sector to contribute to the development of graduates who are capable of independent thinking, are generally knowledgeable and as critical citizens can contribute to enhancing our democracy.

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

The publication of the draft Policy for the recognition of South African Higher Education Institutional Types signals the development of a more diverse and expanded higher education landscape in the country. This approach is intended to lead to a reconfiguration of the institutional landscape in the country with the public colleges that offer higher education qualifications fully recognised as part of the higher education sector, and the strong possibility that some private higher education institutions will seek to position themselves as private universities. These changes will have significant implications for the CHE, including a widened scope of responsibility for quality assurance.

The tenuous fiscal situation in the country is impacting on the extent to which higher education can be adequately funded. Competing funding needs and the allocation of increasing amounts to cover student fees is placing pressure on other resource-intensive activities, such as teaching and learning, with a consequent negative impact on quality.

2.1.2 Internal Environment Analysis

Human resource capacity constraints pose significant risks for the organisation. The available budget is currently not sufficient to enable the filling of all the permanent positions on the approved organisational structure. In the light of the expanding mandate and the imminent introduction of a new Quality Assurance Framework, the organisational structure is being reviewed, and while all attempts are being made to ensure a streamlined, lean structure, it is evident that the organization will need to be further capacitated.

It is proving difficult to attract and retain staff in areas of scarce skills, particularly ICT. The salaries that the organisation is able to offer cannot compete with what is available in the private sector. The CHE has embarked on the implementation of a comprehensive Digital Transformation Framework, and it is essential that this area of work be adequately capacitated.

Limited funding is impacting on the extent to which the range of quality assurance functions can be implemented. Funding for the current round of institutional audits, planned to be

implemented at every higher education institution in the country, is under pressure. The need for the CHE to play a quality assurance oversight role for the public higher education college sector, as these become firmly located within the higher education domain, will require additional resources.

The term of the previous Council came to an end on 14 December 2022, and the Minister appointed a new Council and Chairperson in December 2022 to enable a seamless transition. The new Council has been inducted and is fully functional. The various committees have also been constituted and the governance function of the organisation has stabilised following the transition.

Good progress has been made on preparing for the implementation of the new Quality Assurance Framework (QAF). There have already been extensive engagements with the sector on plans for its implementation and there is a positive reception from the sector on the direction taken by the QAF. Funding pressure is however impacting on the development of systems and processes needed for implementation of the QAF, including the development of the management information systems that will enable a more efficient digitised support for quality assurance activities.

The CHE is a peer-based organisation. The current work of the CHE, and the implementation of the QAF going forward relies heavily on the extensive use of academics and professionals from the various institutions in a variety of roles, including review panellists, programme evaluators, recommendation writers, researchers and so on. It will be important to recruit and induct a greater pool of younger academics and professionals into these roles in order to ensure work and capacity continuity.

Professional bodies add value and have a significant contribution to make to higher education. There have however been a number of instances of conflict with professional bodies in terms of mandate creep and overlap, raising concerns about the blurring of boundaries between qualification and designation. Whilst the CHE will seek to work in partnership with cooperative professional bodies in support of the mutual goal of quality higher education, there is a need for some legislative overhaul that will clarify roles and responsibilities of the range of role-players in the sector.

There has been some debate on the differences in positions taken in policies on Recognition of Prior Learning (RPL), Credit Accumulation and Transfer (CAT) resulting from different positions taken in national policies and frameworks of the DHET, SAQA and the CHE. These debates are ongoing and also constitute a key consideration in the review of the Higher Education Qualifications Sub-Framework (HEQSF), in order that such review process may assist in the resolution of relevant issues.

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 formal publication and release of the National Plan for Post-School Education and Training 2021-2030.
- The approval for publication of the Policy on Articulation into and Through Higher Education.

3. PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

3.1 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 is being pursued through four Implementation Programmes, each of which comprises several functions or sub-programmes. The four programmes are:

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

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 2022/23 financial year, 98% of the set targets were achieved as shown in the table below.

Table 1: Achieved targets during the 2022/23 financial year

Programme	Management of the HEQSF	Quality Assurance	Research, Monitoring and Advice	Corporate	Overall
No. of indicators	14	11	9	13	47
No. achieved	13	11	9	13	46
No. not achieved	1	0	0	0	1
% achieved	93%	100%	100%	100%	98%

Only one target was not achieved, as shown in the table below. The reason for the non-achievement of one target is also summarised in Table 2:

Table 2: Programme: Management of the HEQSF (Sub-programme: Data Management)

Output Indicator	Targeted Annual Achievement	Actual Annual Achievement
<p>4.1.4.1: 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>	Complete Phase 3	0
<p>Explanation: A draft HEQSF research report was finalised but it could not be published during the 2022/23 financial year. The report will be published during the 2023/24 financial year. The research that was undertaken, and the consultations based on it was extensive and took considerable time. The research report contains specific recommendations that will be considered in updating the HEQSF. It is planned that a reviewed HEQSF will be published before the end of the 2023/24 financial year.</p>		

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

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1 Programme One: 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 sub-programmes contribute to the overall purpose of the programme stated above.

The Qualifications Standards Development Sub-programme focuses on the development of threshold 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, as and where appropriate.

The Data Management Sub-programme 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 ensuring such is easily accessible to all interested parties.

The Policy Development and Review Sub-programme 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 any 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 Sub-programme 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 area involves developing and institutionalising a culture of quality consciousness

and commitment to continuous quality improvement in higher education. This concerns the dissemination of 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 area involves developing and implementing initiatives to build and strengthen capacity for high quality provision at institutional, learning programme and individual levels.

4.1.1 Qualifications Standards Development Sub-programme

4.1.1.1 *Developing and/or reviewing threshold standards for qualifications to ensure relevance, comparability and currency of qualifications*

The Agricultural Extension Standard Working Group met on 31 May, 13 July, 31 August, 20 October, 1 December 2022, 21 February and 28 March 2023 and continued its work of drafting the Qualification Standard which will be finalised in 2023/24.

The Higher Certificate Emergency Care Qualification Standard Working Group met on 20 May, 23 August, 6 September and 31 October 2022. The revised draft Standard was tabled at the National Standards and Reviews (NSRC) meeting of 22 November 2022 and was endorsed for narrow consultation. The draft Standard was sent to institutions and the Professional Board for Emergency Care Practitioners on 1 December 2022 for comment. The due date for submission of the comments was 15 February 2023. Comments received were incorporated into the draft standard which was approved by the National Standards and Reviews Committee (NSRC) at its meeting in March 2023.

4.1.1.2 *Initiating processes for developing and/or reviewing qualification standards in a particular financial year*

a. Initial Teacher Education Qualification Standards

The review of Initial Teacher Education Qualifications was preceded by the development of Qualification Standards for the qualifications. Development of qualification standard(s) comprised the first phase of a national review of relevant programmes, and the standards served as a benchmark against which to evaluate the programmes.

The first consultative meeting took place on 27 July 2022.

A Reference Group consisting of sixteen (16) members was appointed. The Reference Group played a crucial role in the drafting of a national benchmark and provided expert advice to the CHE as and when necessary.

The Initial Teacher Education Standards Working Group had its first meeting on 27 October 2022. Further meetings took place on 24 November 2022, 21 February 2023 and 31 March 2023. The following three teacher education Qualification Standards are being developed:

- Bachelor of Education in Foundation Phase Teaching;
- Bachelor of Education in Intermediate Phase Teaching; and
- Postgraduate Certificate Education.

b. Bachelor of Science in Dietetics and Nutrition Qualification Standard

The Board for Dietetics and Nutrition of the Health Profession Council of South Africa (HPCSA) had several meetings with the CHE since July 2022 to explore collaborating with the CHE to develop a Qualification Standard for the Bachelor of Science in Dietetics and Nutrition. Following a call for nominations of people to serve in the standards development Reference Group, an 8-member Group was appointed.

The Dietetics and Nutrition Reference Group had its first meeting on 1 November 2022. The second meeting of the Group took place virtually on 13 December 2022. The second iteration of the draft document was shared with the Group for further drafting in preparation for the next meeting in February 2023. The third meeting was held virtually on 30 March 2023 to consider the contributions submitted by the members of the Group to the CHE.

4.1.1.3 Promoting the use of the qualification standards by institutions in the design of curricula of the respective qualifications

a. Professional Board for Dietetics and Nutrition

The Directorate received a request for clarity on the process for submission of standards for qualifications and approval by the HEQC from the Professional Board for Dietetics and Nutrition of the Health Profession Council of South Africa (HPCSA). One of the main functions of this Professional Board is to develop and set minimum standards for qualifications registrable with the HPCSA in the relevant professional board's register, as either a Dietetics or a Nutrition programmes qualification. The information requested from the CHE has been shared with the Board, and a further engagement with the Board is scheduled for the take place on 25 July 2022 to explore possibilities of developing qualification standards in this field of study.

b. Alignment of the Bachelor Social Work (BSW) Programmes to the Qualification Standard

In 2012 to 2014, the CHE conducted a national review of the Bachelor of Social Work (BSW). The BSW programme was evaluated against the 17 accreditation criteria selected from the Criteria for Programme Accreditation of 2004 and the Social Work Exit Level Outcomes developed by the Social Work Governing Body (SGB). The current CHE practice is that every national review is preceded by the development of a Qualification Standard which will then serve as a benchmark against which to evaluate the programmes. In this instance, it was not the case as the standard was only approved in 2015. It was therefore not possible, at the time, to ensure that BSW programmes were aligned to the requirements of the national benchmark qualification standard.

The HEQC at its meeting of 15 July 2022 approved the Directorate's proposal to conduct a national review of all BSW programmes against the Qualification Standard, commencing in 2022. This is underway.

4.1.2 Data Management Sub-programme

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

The HEQCIS database situated at the South African Qualifications Authority (SAQA) contains qualifications, student enrolment and student achievement information for Private Higher Education institutions (PHEIs), who continue to submit data to the database.

Because of the challenges being experienced with the operations of this database, due to a lack of a service provider for the maintenance of the existing data-sets, the CHE initiated the development of a new database. This database will ensure the ongoing operation of the HEQCIS function. In the interim the CHE signed a MoA with SAQA to continue to assist in receiving and recording data on the existing database.

The newly developed Higher Education Quality Committee Information System (HEQCIS) database was finalised and rolled out in March 2023. Going forward, PHEIs will submit their data through this new database facility. Training workshops on the new system will continue to be rolled-out during the 2023/24 financial year.

4.1.2.2 *Verifying and validating of data to ensure validity, accuracy, and reliability of data*

Institutions submitting to the HEQCIS will submit their data through Edu.Dex, the data validation software utility. The data validation software identifies any data discrepancies, and records that do not meet the requirement are rejected. Institutions must correct and resubmit these records. This process ensures that the data conforms to the HEQCIS and the NLRD's data requirements and specifications.

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.

4.1.2.3 *Maintaining the HEQCIS database and submitting achievement data for private higher education institutions to the NLRD*

During the first, second and third quarters, the HEQCIS database was maintained through a MoA with SAQA. The first data submission to SAQA for this financial year was submitted on 30 June 2022, and was successfully loaded onto the NLRD/NQF-MIS.

The second data submission to SAQA for the financial year under review was submitted on 27 January 2023, and was also successfully loaded onto the NLRD/ National Qualifications Framework Management Information System (NQF-MIS).

4.1.3 Policy Development and Review Subprogramme

4.1.3.1 *Reviewing and undertaking further development of the HEQSF*

Panel members of the HEQSF Review Team held a meeting on 31 May 2022 to consider the feedback from the CHE Management Committee and to incorporate inputs to the draft HEQSF Review Report. There was a follow up meeting of the review panel on 9 June 2022 to discuss WIL recommendations and reflect back on the consultative workshops' discussions. On 1 July 2022, the team met to discuss the sector's questions.

The review panel revised the Draft HEQSF Review Report based on the inputs and recommendations received and the revised document was language edited in July 2022 and then circulated to the sector for further input and comment.

On 1 September 2022, the HEQSF Review Report was sent to the key stakeholders (public universities, private higher education institutions, Universities of Technology, Professional and Regulatory bodies) for comments and inputs. The deadline for the submission of comments was 30 September 2022.

A revision of the report took place, based on the public comments process, inputs from further stakeholder workshops including one with students, and other engagements. The revised report was tabled at the CHE MANCO in March 2023, and was further tabled at the HEQC on 06 April 2023. Phase 3 of the project will resume in the new financial year 2023/24. Phase 3 involves developing a draft HEQSF Framework; holding consultations regarding it, including publishing the draft Framework for public comments; then after the necessary approvals, gazetting of the revised Framework.

4.1.3.2 *Developing or reviewing policies related to the NQF for the higher education sector*

After extensive consultations and revisions to the draft policy, the final version of the Policy on Articulation into and through Higher Education was approved by the HEQC in March 2023.

4.1.3.3 *Providing support to institutions in the development and implementation of relevant institutional level policies*

Various queries on RPL, CAT and certification policy from both private and public higher education institutions were received by the CHE and were timeously attended to. The South African Nursing Council (SANC) requested a workshop on RPL, which was held physically on 19 May 2022 at the SANC offices. A similar request was received from the South African Council for Educators (SACE) and a workshop was consequently held on 27 June 2022 at the SACE offices.

The Durban University of Technology (DUT) requested a workshop on Articulation, which was held physically on 14 September 2022 at DUT.

A workshop on the Recognition of Prior Learning in the context of Higher Education Institutions and Trades and Occupation (Artisanal Recognition of Prior Learning), and a comparison of Public and Private Institutions was organised by APPETD on 25 August 2022. The CHE presented on "RPL in Higher Education".

The CHE was invited to make a presentation on the Draft Articulation Policy at the Unfurling Post-School Education and Training (UPSET) National Stakeholders workshop held at DUT on 25 January 2023.

The CHE continued to give assistance and support to Private Higher Education Institutions with respect to the uploading of data on the HEQCIS, and Private Higher Education Institutions were provided with ongoing support in submitting data to the HEQCIS through Edu.Dex.

4.1.4 Partnerships and Collaboration Subprogramme

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

a. NQF Operations Sub-Committee

The CHE participates as a member of the NQF Operations sub-committee and attended its meetings held on 13 June 2022, 5 September 2022, 1 November 2022 and 27 January 2023.

b. CHE Perspectives on the Application of RPL

A position paper was submitted to the DHET on 15 August 2022 which served to clarify the approach to RPL in the higher education sector as articulated in current CHE policies.

c. Input to DHET's position paper on the NQF Coordination Mechanism 2022

The Department of Higher Education and Training published a paper titled "Position towards a National Qualifications Framework Coordination Mechanism 2022". The written submissions on the National Qualifications Framework were collated from the stakeholders DHET, SAQA, CHE, QCTO and Umalusi. The comments were consolidated and used to finalise the position paper.

d. Quarterly input to NQF Implementation Framework Tracking Grid 2022/23

The NQF Implementation Framework Tracking Grid is another area of co-operation between SAQA, CHE, QCT and Umalusi. Respective priority areas are monitored by each entity and progress is recorded and submitted to the CEO Committee quarterly.

The CHE submitted inputs on progress to date on the CEO Tracking Grid as requested by SAQA.

e. ECD on Training and Curriculum Sub-Committee special meeting

The CHE provided input of the Recognition of Prior Learning Policy at an ECD Training and Curriculum sub-committee special meeting held virtually on 26 July 2022.

f. 52nd CEO Committee Meeting

The CHE participated in the 52nd CEO Committee held on 18 November 2022, and in the 53rd CEO Committee meeting held on 24 February 2023.

g. The System of Collaboration ME Protocol

The CHE submitted inputs on the System of Collaboration Monitoring and Evaluation Protocol to SAQA.

h. Engagements with Professional Bodies

A meeting to finalise a Memoranda of Agreement (MoA) with the South African Council of Educators (SACE) was held on 11 January 2023. A meeting to finalise an MoA with the South African Council for the Architectural Profession of South Africa (SACAPSA) was held on 20 February 2023. The signing of MoAs with these bodies is imminent. The CHE is continuing engagements with further professional bodies throughout the new financial year with a view to putting further MoAs in place. This process is intended to strengthen working relationships between the CHE and the professional bodies.

4.1.4.2 *Taking part in national events, initiatives, and fora on NQF, quality assurance and promotion*

a. USAf/CHE Symposium

A USAf/CHE Symposium on “Student and staff experiences during the pandemic: Implications for planning, funding and quality assurance” was held virtually on 28 June 2022.

b. WIL-Africa Conference 2022

The CHE presented on “WIL in the Higher Education Qualifications Sub-Framework” at the ‘Work Integrated Learning (WIL) Africa Conference’ organised by SASCE in partnership with DHET, Buffalo City TVET College, Walter Sisulu University and ‘Battle of Municipalities (BOM)’ that was held on 27-30 September 2022

c. The naming of Qualifications and Programmes in the South African Higher Education Sector

The CHE participated in a webinar on ‘the naming of Qualifications and Programmes in the South African Higher Education sector’ that was organised by the University of the Free State on 26 August 2022. The aim of the webinar was to share the different higher education institutional approaches and provide a platform for critical debate on what needs to be considered when institutions name their qualifications and programmes

d. Launch of UPSET Project Articulation Hubs

The CHE presented on the draft articulation policy and extended a message of support at the launch of 3 regional Articulation Hubs. The Articulation Hubs are part of the Unfurling Post-School Education and Training (UPSET) Project, and the aim of the Hubs is to strengthen articulation/learning and work pathways in the South African PSET system.

The following regional hubs were launched:

- The Free State Articulation Hub was launched on 20 October 2022.
- The Western Cape Articulation Hub was launched online on 09 November 2022.
- The Limpopo Articulation Hub was launched online on 28 November 2022.

e. The Implementation, Assessment and Articulation of Recognition of Prior Learning (IAARPL) Project

The CHE presented on the RPL, CAT and Assessment policies at the Implementation, Assessment and Articulation of Recognition of Prior Learning Practitioners Forum (IAARPL) that was launched by the University of the Western Cape on 1 November 2022.

f. The National Institute of Humanities and Social Sciences (NIHSS) Seminar

The CHE participated in the National Institute of Humanities and Social Sciences (NIHSS) Seminar that was held on 21 October 2022, hosted by University of Johannesburg (UJ). The seminar theme was “Research on Technology, Lecturer, Teacher, and Student wellbeing in times of crisis and disruption”.

g. Vice-Chancellors’ Colloquium on the New Language Policy for Higher Institutions

The CHE participated in the Vice-Chancellors’ Colloquium on the New Language Policy for Higher Institutions on 1 December 2022 that was held at University of Pretoria. Vice-chancellors and university executives gathered with experts and other stakeholders to deliberate on ways of implementing the policy.

h. UKZN Graduate School of Business and Leadership workshop: “Unpacking the concept of the Social Economy”

The CHE participated in the UKZN Graduate School of Business and Leadership workshop on the theme: “Unpacking the concept of the Social Economy”. This was held online on 20 October 2022.

i. Student Leadership Capacity Development Summit

A Student Leadership Capacity Development Summit for newly elected Student Representative Councils was organised by the DHET and was held on 01-03 December 2022. The CHE made a presentation on the draft Good Practice Guide on Student Engagement in Quality Assurance and Promotion in Higher Education.

j. College Principals and Academic Staff South Africa (CPASSA) Forum

The CHE participated in a CPASSA Forum held online from 24-25 November 2022. Presentations were made on various topics. Among the presentations were: SANC on salary structures for the new Nursing categories; CHE on Quality Assurance and RPL; and DHET on the draft Policy on Recognition of HE Institutional Types.

k. UCT Advisory Board meeting

The UCT Advisory Board meeting was held on 30 November 2022. Presentations were made on Data Science in the undergraduate and postgraduate programs, and on a workshop on the future of the chemical engineering discipline. The CHE facilitated the session on Data Science.

l. QAF Regional Workshops

Regional workshops on the Quality Assurance Framework (QAF) were held by the CHE as follows:

- Gauteng: 21 February 2023
- KwaZulu-Natal: 7 March 2023
- Eastern Cape: 14 March 2023
- Western Cape: 24 March 2023

The purpose of these workshops was to engage with stakeholders (private and public higher education institutions) on the QAF implementation protocols.

m. The Tourism Sector Human Resources Development Workshop

The Tourism Sector Human Resource Development (TSHRD) Strategy hosted a workshop on Articulation, Learning and Career Pathing (ALCP) on 29 March 2023 at the OR Tambo Airport (Protea Hotel), Johannesburg. The purpose of the workshop was to begin an investigatory process with various key stakeholders on identifying the challenges regarding ALCP in tourism education and training and determining how these modalities can be addressed. The CHE presented on the approved higher education articulation policy and its potential impact on the Tourism Sector.

n. The Task Team on Health Sciences Students Studying Abroad Meeting

The CHE was appointed by the Director General of the DHET to participate in the Task Team on Health Sciences Students Studying Abroad. The focus of the Task Team will be on finding sustainable solutions for the absorption of students that have studied on health sciences and veterinary sciences programmes abroad. The first meeting of the Task Team took place on 15 March 2023. The purpose of the meeting was to discuss and adopt the requisite terms of reference (ToRs). The Task Team will be meeting monthly.

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

The CHE participated in the following regional and international events/fora:

- The Association of African Universities held an online meeting to launch “The African Quality Rating Mechanism (AQRM) Institutional Evaluation for Self-improvement” on 3 June 2022.
- SAQAN webinar on Data Collection, Analysis, and use of Data Analytics in Quality Assurance on 24 August 2022.
- The joint online webinar organised by INQAAHE and SAQAN on “The Quality Assurance of Online and Blended Higher Education: The Southern African Experience” that was held on 16 November 2022. The CHE was one of four

panelists and presented on Students' voices on access to and use of learning materials: South African experience.

A CHE representative attended the DREAM 2023, Achieving the Dream's 19th Annual Conference from the 14 – 17 February 2023 in Chicago. The Conference is a forum for engagement on the use of data analytics to advance student success.

4.1.5 Quality Promotion and Capacity Development Subprogramme

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

a. Quality Fora

Two CHE Quality Fora under the theme 'Student engagement in Quality Assurance and Promotion in Higher Education' were held on 7 and 8 June 2022 respectively. Public and private higher education institutions and professional bodies participated in the Quality Forum held on 7 June 2022 and students from the higher education sector participated on 8 June 2022.

The aim of the Quality Fora was to provide a platform for academics, professionals and students in higher education to discuss and reflect on what constitutes good practice regarding student engagement in Quality Assurance and Promotion.

b. Institutional audits workshop for the private higher education institutions

An online workshop was conducted on 15 September 2022 for the 16 private higher education institutions that will have their institutional audits initiated in this financial year.

c. QAF stakeholder engagement and capacity development workshop

A QAF stakeholder engagement and capacity development workshop was held in Johannesburg on 27 September 2022 to engage the sector on the role and development of the new Higher Education Practice Standards that will form the core of the QAF activities.

d. New HEQCIS system

The online training workshops for the Private Higher Education Institutions (PHEIs) on the new HEQCIS were held on 21, 22 and 23 November 2022.

e. Regulatory Bodies and USAf Quality Forum on the HEQSF Review

The HEQSF panel members presented the HEQSF review report to Regulatory bodies and USAf for engagement at a hybrid workshop held on the 24 October 2022.

f. Good Practice Guide Workshop

A workshop on the draft Good Practice Guide on Student Engagement in Quality Assurance and Promotion in Higher Education was held with the CHE management on 12 January 2023, where inputs were sourced and incorporated into the report before submission to the HEQC for final approval.

g. Business School Project workshop

A workshop to present the Report on the offering of qualifications on the HEQSF by South African Business Schools was held on 9 February 2023. The online workshop was attended by both public and private business schools.

4.1.5.2 Compiling and producing good practice guides on relevant themes

The Good Practice Guide on Student Engagement in Quality Assurance and Promotion in Higher Education was approved by the HEQC on 8 February 2023. The CHE will hold workshops with the sector on the Good Practice Guide in the new financial year 2023/24.

4.2 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 sub-programmes 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 for 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 processes and procedures within higher education institutions.

The National Reviews Sub-programme focuses on the evaluation of existing learning programmes in specific subject fields, qualification types and qualification levels across all higher education institutions that offer these 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 Sub-programme 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 outcome inconsistencies in regard to quality pronouncements.

4.2.1 Accreditation Subprogramme

4.2.1.1 Accrediting new programmes

A total of 203 new applications for programme accreditation were received via the HEQC-online system during the reporting period. These applications were all made on the new combined Accreditation and Registration application form. This intervention is linked to the effort of streamlining both the CHE and SAQA processes. A total of 115 higher education providers submitted applications from 1 April up until 31 March 2023, with 128 programme applications submitted by private providers and 75 programme applications submitted by public universities.

The NQF level breakdown of applications received during the reporting period is shown in Table 3.

Table 3: New Applications received via the HEQC-online by NQF level

NQF Levels	Private Institutions	Public Universities
Level 5	34	0
Level 6	12	1
Level 7	40	10
Level 8	32	27
Level 9	9	32
Level 10	1	5
Grand Total	128	75

Table 3 shows that the largest number of new applications received were from private higher education institutions with the majority at NQF levels 7 and 8. The majority of programmes from universities were NQF levels 8 and 9. New institutions currently entering higher education are submitting various higher certificate programmes for accreditation mainly at lower NQF levels.

Seven HEQC meetings were held during the 2022/23 financial year and a total of 565 proceedings served at the meeting. The following table gives an indication of the outcomes:

Table 4: HEQC outcomes

Outcomes	Number
Accredited	215
Accredited (with conditions)	224
Not accredited	126
Grand Total	565

4.2.1.2 Reaccrediting existing programmes for private higher education institutions

Twenty-four (24) reaccreditation applications were tabled at the meetings of the HEQC held in 2022/23. Nine (9) of these applications were linked with the 2021 reaccreditation cycle.

Table 5: Summary of Reaccreditation Outcomes for applications tabled in the reporting period

Outcome	Number of programmes
Reaccredited	2
Reaccredited with conditions	16
Notice of withdrawal/ withdrawal of accreditation	4
Accreditation status extended	2

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

During the first quarter, eight (8) site visits were conducted in the reporting period. Five of these were linked with prior to commencement conditional accreditation of programmes for new institutions. One was linked with reaccreditation and two (2) with site applications. Ten (10) site visit reports (including a representation flowing from a site visit) linked with a total of thirty-one (31) programmes were tabled at the meeting of the HEQC held in April 2022. One report was deferred.

During the second quarter, a total of eight (8) site visit reports linked with accreditation and two representations flowing from accreditation site visits were tabled at the meetings of the HEQC held on 15 July 2022 and 09 September 2022. All of these were tabled within 12 months of appointment of evaluators. Twelve (12) site visit reports linked to reaccreditation or site applications were tabled. All of these were tabled within the target period. One of these was deferred by AC but tabled for noting at the HEQC.

During the third quarter, a total of 12 site visits were conducted. Five of these were linked to conditional accreditation of nine programmes. Five (5) of the site visits were linked with relocation of sites of offering whilst the remaining two were linked with reaccreditation and programme review. Seven (7) site visit reports were tabled at the meeting of the HEQC held on 04 November 2022. Two of these were linked with conditional accreditation of new programmes. Two of the reports were linked with previous reaccreditation cycles whilst the remaining three (3) reports were linked with the relocation of sites of offering. All seven reports were tabled within target having been conducted in the period from April to August 2022.

During the fourth quarter, a total of eight site visits were conducted. Fifteen site visit reports were tabled. Six (6) of these were linked with the conditional accreditation of 10 programmes. Two of the site visit reports were linked with programme reviews. The remaining site visit reports were linked to extension of programmes or relocation of sites. In addition, a site visit report linked to verification of programme offerings at Walter Sisulu University was also tabled.

4.2.2 Institutional Audits Subprogramme

4.2.2.1 Institutional Audits initiated within a particular financial year

A total of 16 institutional audits for private higher education institutions were initiated in the financial year. This exceeded the annual target of 10 for the financial year.

4.2.2.2 Institutional SER's submitted by institutions, within a particular financial year depending on individual institution's agreed planning with the CHE

As of 31 March 2023, twenty-six (26) Self-Evaluation Reports (SERs) have been received from the 26 public universities as per the scheduled dates. Twenty (20) of the twenty-six (26) SERs were received during the 2022/23 financial year.

4.2.2.3 Institutional site visits by CHE audit panels, within a particular financial year depending on individual institution's agreed planning with the CHE

Seventeen (17) institutional audit panels were inducted during the first quarter. The institutional audit panels are inducted individually to emphasize the notion of differentiated audits, and the induction took place within the context of the panel for that institution.

Twenty (20) site visits have taken place during the 2022/23 financial year (UNISA, UFS, UJ, UniVen, UWC, UL, TUT, CUT, WSU, UCT, NWU, NMU, UP, RU, Wits, CPUT, UFH, SUN, MUT and DUT). The site visits went according to schedule and no problems were encountered that could not be solved by the CHE audit officers on site. On the whole, universities were well prepared to receive the peer audit panels and engagements were robust but fruitful.

4.2.2.4 Draft audit reports of completed Institutional Audits written, reviewed by IAC and submitted to institutions for factual correction, within a particular financial year depending on individual institution's agreed planning with the CHE

Eight (8) draft audit reports were reviewed and submitted to the institutions for factual corrections during the 2022/23 financial year. Of these, four responses have been received from the respective institutions with comments and suggested corrections. One further response was received that raised no corrections, and this draft report was subsequently recommended for HEQC approval by the Institutional Audits Committee (IAC).

The variability in the quality of the draft audit reports necessitated a slightly longer process of editing and quality assurance so that the draft audit reports conform to the CHE's standards regarding what would be required of such reports before they are submitted to the institutions.

4.2.2.5 Other activities under the sub-programme

The analysis of the online surveys for the institutions whose site visits have been completed has been concluded, and consequently presented for noting to the Institutional Audits Committee. The results will feed into the improvement of the QAF processes currently under development. The Emerging Themes document is a working document that is added to on a continuous basis and will provide a useful resource in the identification of cross-cutting issues that need to be addressed across the sector.

The Director: Institutional Audits was invited to present a keynote address at the national conference of the South African Association for Institutional Research (SAAIR), and at the University of Venda Strategic Risk Leadership Conversations, as well as participating in a panel at the HELTASA conference. Both the Senior Manager and the Manager also presented papers at the HELTASA conference.

Online evaluation surveys were developed for institutions to respond regarding their experiences of the audit process after the site visit. A research call was also developed and sent out to institutions and researchers to conduct independent research on the audit process to enable the CHE to improve on its approach and methodologies going forward pursuant to the implementation of the QAF.

The Director: Institutional Audits delivered keynote addresses at the UKZN e-Learning Symposium (on 20 September 2022) as well as at the STADIO Academic Conference (also on 20 September 2022). The SAQAN-ZimCHE seminar on data collection and analysis was attended on 24 August 2022. Two staff members participated in the National University Teacher's Awards initiative, as well as in other activities of the National Coordinating Committee for the implementation of the Framework for Enhancing Academics as University Teachers.

4.2.3 National Reviews Sub-programme

4.2.3.1 *Conducting National Reviews of learning programmes in specific subject fields and qualifications*

a. The Special National Review of the Bachelor of Social Work (BSW) qualification

The Review Reference Group has been appointed and the first meeting took place on 7 September 2022. The primary role of the Reference Group is to assist the CHE to refine the scope of the review and draft review instruments and guidelines. The first draft of the Self-Evaluation Report (SER) template has been developed and is currently being reworked based on comments received from the members of the Reference Group.

The Bachelor of Social Work (BSW) Reference Group met on 21 October 2022 to work on the draft National Standard Alignment Report template (NSAR). The fifth draft iteration of the Template was sent to institutions that offer the BSW programmes for comment on 9 November 2022. The institutions submitted their comments to the CHE by the 25 November 2022 due date.

After careful consideration of the comments received from the institutions, the Group revised and finalised the NSAR template and submitted it to the CHE on 5 December 2022. The review utilises a curriculum mapping approach, and all participating institutions are required to submit a Self-Evaluation Report (SER) based on the NSAR template by 31 March 2023. The review template was sent to all the participating institutions on 14 December 2022.

Following approval of the BSW standard and the review instruments by the National Standards and Reviews Committee (NSRC) in November 2022, the participating institutions were requested to submit Self-Evaluation Reports (SERs) by 31 March 2023. There has been requests for extension of the submission date

of the SER by most of the institutions. The reasons provided were deemed valid, and hence the submission date was extended to 30 June 2023.

b. The Initial Teacher Education National Review

The HEQC has approved the conducting of a national review of Initial Teacher Education Programmes (ITEP) offered by both public and private higher education institutions. The review will focus on the Bachelor of Education for Foundation Phase Teaching and the Bachelor of Education for Intermediate Phase Teaching, as well as the Postgraduate Certificate in Education for these phases. The review is preceded by the development of a Qualification Standard (or Standards) to serve as a threshold for assessing the quality of programmes reviewed.

The Vice-Chancellors and the CEOs of Private Providers were formally informed of the proposed review on 23 May 2022. An invitation to attend a full-day consultative meeting to be held on 27 July 2022 was sent to the Deans/Heads of Faculties/Schools of Education. This meeting was the first of a series of the planned key stakeholder consultation meetings in preparation for the proposed national review. These stakeholder consultations served several purposes, among them to assist the CHE to reconceptualise and finalise the scope of the review, determine the appropriate approach and set timelines for the review.

The standards development work started in August 2022 and the actual review will begin in earnest once the qualification standards and review instruments have been approved by the HEQC.

4.2.3.2 *Preparing, finalising and approving national reports on the state of provision of the reviewed programmes or qualifications*

a. Doctoral Degrees National Review

The publication of the Doctoral Review National Report project has now been concluded and it was uploaded to the CHE website on 25 June 2022 and is available on the website for unrestricted download and sharing. The Report was also distributed electronically via the CHE's various social media platforms.

Following approval of the Improvement Plans by HEQC in February 2022, all 25 institutions have since started with the implementation of the plans. During the period of the implementation of these plans, the institutions are expected to submit periodic progress reports and the CHE will monitor the implementation of the improvement plans to their successful conclusion.

Two institutions provided comprehensive reports detailing improvements made to date. The evidence provided in these reports indicated that all the critical milestones, targets and timelines as set out in the respective improvement plans had been met. The HEQC resolved that these improvement plans have been successfully implemented, and that no further reporting on progress was deemed necessary.

b. The Doctoral Degrees National Report

The national Report was formally launched on 28 September 2022. The launch brought together a number of sector-wide role-players and stakeholders and served the purpose of considering take-up and implementation of the range of recommendations contained in the report.

4.2.3.3 The review of the Independent Institute of Education (IIE) Bachelor of Laws (LLB) qualification

This review was postponed to the 2022 academic year in consultation with the HEQC.

Communication regarding the commencement of the IIE LLB review was sent to the institution on 6 May 2022.

Site visits to IIE campuses have been concluded. The review panel submitted the draft report to the CHE at the beginning of March 2023. The Report was tabled at the NSRC meeting of 23 March for approval. The IIE LLB review has therefore been concluded.

4.2.4 Development of the Quality Assurance Framework Sub-programme

4.2.4.1 *Designing plans for the QAF-Management Information System, within a particular financial year*

During the 2022-2023 financial year, the QAF Implementation Preparation Project supported the development of a business case and Phase 1 of the design of an overall enterprise-wide Management Information System (MIS). The overall design of the QAF-MIS is now in Phase 2 during which detailed process flows and specifications for the overall system will be designed. During 2022-2023, the design of a Minimum Viable Product (MVP) for the Quality Assurance Dashboards system as a subset of the overall QAF-MIS was also developed and the design was approved by Council. The development of the system will commence in the 2023/24 financial year.

4.2.4.2 *Developing Higher Education Practice Standards (HEPS) within a particular financial year*

The manual for developing the Higher Education Practice Standards (HEPS) to be used in the QAF was developed by a working group of external peer advisors, and was consulted internally with staff and externally with the sector during regional workshops on the QAF.

A call was sent out to the sector to nominate peer academics to constitute the Communities of Practice (CoPs) to develop the HEPS. The 247 peer academics who were nominated to form part of the Communities of Practice for the development of Higher Education Practice Standards were invited to three regional workshops to give input into the first six (6) HEPS developed for the QAF. The first six (6) Standards developed for the QAF are in the areas of:

- Institutional agency and identity, leadership, management and governance
- Learning, teaching and assessment
- Programme and module design, review and improvement
- Transitions into higher education

- Physical and digital learning environments
- The data value chain.

Substantive feedback was received from the participants, and many commented with appreciation on the open and consultative approach being taken by the CHE, as well as the inclusivity of engaging with the public and private sector in one forum, where everyone can learn and share best practices, as well as sharing common challenges and feeling part of working towards a common goal. The input from the working groups at these workshops formed an input into the work of the Communities of Practice (CoP) that developed the Standards.

The members of the 6 CoPs were subsequently selected and appointed. A workshop to induct the members of the CoPs was held on 14 December 2022. The focus of the workshop was on the research-based reflexive-generative approach that needed to be used in the writing of the Standards, and also on the notion in the QAF that the Standards should not be interpreted as minimum criteria that positions quality assurance as tick-box bureaucratic exercises. Rather they should be understood as Codes of Practice that allow for the development and continuous innovative improvement of our institutional performance through each institutions' own reflexive and generative practices. A writing workshop for the Standards took place from 16-18 January 2023. The Standards were then presented and discussed at an online workshop held on 16 February 2023 in which all the CoPs participated; after which they were further refined and the development part of the process completed.

4.2.4.3 Other work taken forward through the QAF Implementation Preparation Plan

The REconceptualising LeArning and TEaching (RELATE) Project requested by the HEQC found traction through a number of research reports. The first RELATE Report which is an annotated bibliography which collates and reviews international and national studies on emergency remote learning and teaching / multimodal learning and teaching/ online learning and teaching / blended learning and teaching during the pandemic, has been completed and edited and is currently being prepared for publication. The second RELATE Report is an analysis of the Teaching and Learning Plans that both public and private institutions submitted to the DHET and to the CHE during the COVID-19 period. This report is also being prepared for publication. The third RELATE Report is a qualitative research report reflecting on student success drawing on qualitative data drawn from surveys on experiences during the Pandemic completed by students and staff. . This report is due to be finalized early in 2023-2024.

As part of the research work to be undertaken in support of the implementation of the QAF, the CHE has also actively driven the SAQAN (Southern African Quality Assurance Network) project of developing a SAQAN journal on quality assurance. The purpose of the journal is to intellectualize quality assurance work and to develop a culture of scholarship in quality assurance in higher education. A partnership with UJ is currently being explored for UJ Press to host and publish the journal.

A first draft of the External Quality Assurance (EQA) Implementation Protocol for the QAF was finalized and presented to the HEQC workshop, as well as to a staff workshop, as part of the internal consultation. A series of regional consultative workshops during the fourth quarter garnered feedback from the sector which is currently being incorporated into the document.

Good progress has been made with the Organisational Development specialist in re-designing the organisational structure of the CHE to align with the new way of working once the QAF is implemented, also taking into account the Digitization Strategy of the CHE. The 'as-is' report was completed, benchmarking undertaken, and the functional organogram completed. Continuous consultation and change management is an important part of these processes.

4.3 Programme 3: Research, Monitoring and Advice

This programme comprises the following three sub-programmes:

- 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 sub-programmes 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/frame-works and concepts or to verify existing facts/frame-works and concepts for the advancement of knowledge and development of solutions to human and societal problems. Therefore, the purpose of the Research Sub-programme 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 other outcomes, necessitate the creation of platforms such as conferences, colloquia and symposia; as research results presented at such platforms will generate appropriate, stimulating and productive intellectual discourse.

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 Sub-programme is to establish the patterns and trends of developments within the higher education system; and to assess the performance of the system against indicators on national key performance targets.

Advice is an informed opinion, recommendation or counsel provided to a person or a body to assist the latter to arrive at an appropriate decision on policy or strategic positioning, 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.

4.3.1 Research Subprogramme

4.3.1.1 Undertaking or commissioning research on selected themes or topics

During the second quarter, two research reports on 'Understanding Epistemic Access and Success for Historically Disadvantaged Students in South African Public Universities' and 'Efficiency in the Utilisation of Financial Resources In Public Universities in South Africa' were finalised.

During the third quarter, the research on “*International Benchmarking of Recognition of Prior Learning Policies and Practices in Higher Education*” was finalised. The draft report produced earlier in the year was revised taking into consideration the observations of the two peer reviewers, as well as other comments made by participants at a colloquium that was organised to engage the draft report in September 2022.

The desktop research work on “*International Benchmarking of Higher Education Institutional Typologies*” was completed, a draft report was produced and subsequently reviewed by critical readers. The draft report was revised taking into consideration the review reports submitted by the critical readers. The report was subsequently finalised.

During the fourth quarter, the draft research report on ‘*Pathway and Practices Leading to the Chartered Accountant Professional Designation*’ was finalised, marking the conclusion of this research project. Similarly, the final revisions to the draft research report on ‘*Awarding and Use of Honorary Academic Titles*’ were undertaken, thereby concluding this project as well.

4.3.1.2 Providing platforms for fostering critical discourses on contemporary issues

A workshop was held on 13 August 2022 to discuss the notions of ‘*quality of higher education*’, ‘*state of quality of higher education*’, and ‘*indicators for the assessment of the state of quality of higher education*’. A report on the review of literature on the three notions formed the base for the discussions at the workshop. The conclusion from the workshop was that there was no universal consensus on these notions. In any country, different higher education stakeholders have their different perspectives on these concepts. This conclusion fed into the process of conceptualising a study on the state of quality of higher education in South Africa.

A research colloquium was held on 5 September 2023 to discuss policies and practices of RPL in developed and developing countries. The draft report from the research on *International Benchmarking RPL Policies and Practices* was used as the base for discussion. Key findings of the benchmarking research were presented, followed by reviews from two critical readers before moving to open discussion. The main take home message from the colloquium was that RPL is a type of pedagogy, and its policies and practices should be driven by pedagogic understanding of the subject matter, the students and the learning contexts. The colloquium called for more research into RPL, as well as more forums to discuss policies and practices of RPL. It also recommended the establishment of a community of practice in RPL.

The CHE organised and ran a conference on ‘*Promoting Access to, and Success in Postgraduate Studies*’ which took place from 1 to 3 March 2023 at the CSIR International Convention Centre in Pretoria. It was attended by 224 participants which included several delegates from Botswana, Ghana, Namibia and Zimbabwe, therefore possessing the flavour of an international conference. This conference had three plenary sessions, a panel discussion session, six parallel paper presentations in four separate venues, special interest themes sessions in four separate venues, a conference banquet, and a field excursion. The feedback provided by the participants on the conference evaluation questionnaires is generally positive, however, certain feedback also points to areas that require improvement in organising such events.

Work has started on organising a research colloquium on ‘Artificial Intelligence and Higher Education’. Potential speakers at the colloquium were contacted and five agreed to speak at the colloquium which is scheduled to take place on 11 May 2023. A public announcement and call for registration was released at the end of March 2023.

4.3.1.3 Disseminate research findings through scholarly publishing

Kagisano 14 on ‘Inferences of Resilience and Agility of Higher Education from the Diverse Experiences with Emergency Remote Teaching and Learning’ and the ‘Ethical Practices in Research: A Guide to Researchers’ were published in both electronic as well as hardcopy forms.

The special issue of the South African Journal of Higher Education has been undergoing final pre-publication editorial processes. Its publication date was deferred to April 2023.

The Director: Research, Monitoring and Advice had his draft chapter accepted for publication in a book titled *Chronicles on African Philosophy of Higher Education* edited by Professor Yusuf Waghid. The book is in the process of being published.

4.3.1.3 Synthesise and package research findings into policy briefs

A *Briefly Speaking* piece on dimensions of transformation in higher education was prepared and subjected to the rigorous review process. It was finalised during the month of June 2022 and uploaded onto the website.

A *Briefly Speaking* piece titled ‘*New Higher Education Institutional Types in South Africa: A Missed Opportunity for Articulation and Differentiation*’ was finalised and uploaded onto the CHE website in August 2022.

A *Briefly Speaking* piece that looks back at the experiences of two decades of programme differentiation in the country was finalised in December 2022. It calls for reflection on the objectives of programme differentiation and how the country has gone about to realise those objectives.

A *Briefly Speaking* piece that reflects on the participation of African universities in international institutional ranking systems was finalised in March 2023. Among other things, the piece found that only ninety-seven (97) universities out of over one thousand, two hundred and twenty-five (1225) recognised universities on the African continent, are ranked in one or the other of the international institutional ranking systems. The ninety-seven happen to be from fifteen (15) out of the fifty-four (54) African countries. Therefore, less than one-third of African countries, and less than 10% of the universities on the African continent, participate in the international institutional ranking systems.

4.3.1.4 Other activities under the sub-programme

The Director: Research, Monitoring and Advice conducted background research and drafted a ‘*Framework for Promoting Research and Scholarship within the Council on Higher Education*’. The draft framework was submitted for critical reading. Thereafter staff within the CHE will be afforded the opportunity to make their contributions to the document before it proceeds for presentation to the governance structures.

A proposal was developed motivating for the establishment of a Research Ethics Committee (REC) for the CHE since most individual and institutional participants in the research projects of the CHE require ethical clearance issued by a recognised REC as a condition for their participation. The use of RECs of other institutions has proved to be costly. It also causes significant delays in starting research projects. The terms of reference (ToR) for a proposed Research Ethics Committee (REC) of the CHE were crafted and approved by both the Management Committee (MANCO) and the Monitoring, Research and Advice Committee (MRAC) at their June and August 2022 meetings, respectively.

A research ethics guide was also prepared and discussed at a meeting of the Management Committee. The guide was approved as well.

The inaugural Research Ethics Committee (REC) of the CHE was appointed following an open call for nominations that was distributed to the Research Offices in all universities. It will hold its first meeting in April/May 2023.

4.3.2 Monitoring Subprogramme

4.3.2.1 *Collating and analysing information on key trends and developments in higher education*

A Higher Education Monitor No. 15 titled “*Perspectives on the Possible Future of Higher Education in South Africa in the Era of Covid-19*” was finalised and published.

The *Review of South African Higher Education Twenty-five Years into Democracy* was finally published and some hardcopies were distributed at the CHE conference held on 1 to 3 March 2023.

The Equitable Education and Economies Research Unit at the Human Sciences Research Council (HSRC) was contracted in February 2023 to undertake Phase I of the ‘Assessment of the State of Quality of Higher Education in South Africa’ research project. This phase focuses on obtaining data on the perceptions of stakeholders from different categories across the spectrum of society, about ‘quality’ and the ‘state of quality’ of higher education in the country. The aim is to use the information to come up with a broad-based definition and specific indicators of the ‘quality of higher education’. An application for ethical clearance was prepared and submitted to the HSRC Research Ethics Committee. Research instruments have been prepared. A literature review has commenced, and the collection of primary data will start as soon as the ethical clearance is obtained from the HSRC Research Ethics Committee.

4.3.2.2 *Assessing the performance of the public higher education sector against national targets on key indicators*

A supplement to VitalStats 2020, focusing on data on state funding, postgraduate students and research subsidy in public higher education institutions, was finalised and published in both electronic and hardcopy format.

Work on VitalStats 2021 was completed and the finalised copy was published in electronic form. Hardcopies will be produced during the first quarter of the 2023/24 financial year.

4.3.2.3 *Developing and updating profiles for higher education institutions*

Work on compiling institutional portfolios for the Nelson Mandela University, University of Venda, and University of the Witwatersrand was completed. Similar work on compiling an institutional portfolio for the Durban University of Technology (DUT) commenced and has progressed to an advanced stage. This institutional portfolio should be completed by May 2023.

A study to analyse the institutional portfolios of universities that were reconstituted through merging two or more institutions, or that were expanded by incorporating campuses of other former institutions during the merger process, was conceptualised and the terms of reference were finalised. The analysis will start in April 2023.

4.3.2.4 *Other activities under the sub-programme*

At the end of its term in 2020, the second Ministerial Transformation Oversight Committee (TOC) made an observation that the responsibility of providing oversight on transformation of higher education was so critical that a part-time structure like the TOC cannot do full justice to it. The TOC therefore recommended to the Minister to consider transferring this responsibility to a permanent body and suggested the CHE as one such body that is suited to playing this role. The Minister acted on this recommendation and subsequently directed the CHE to assume this responsibility. Within the CHE, the Research, Monitoring and Advice Directorate has been assigned the responsibility to undertake the monitoring of transformation across the higher education system. It is against this backdrop that the Research, Monitoring and Advice Directorate has embarked on a project to develop a framework for monitoring transformation in higher education.

A roundtable discussion of experts was convened and took place on 13 July 2022. The aims of the discussion were to identify key transformation issues and/or variables that should be monitored, and to identify possible indicators to be considered in the monitoring programme. The key issues identified during the roundtable discussion were subsequently utilised in the process of developing a Theory of Change which informed the development of a log frame for monitoring transformation across the higher education sector.

The process of developing a framework for monitoring transformation across higher education in South Africa continued albeit at a slower pace than anticipated because of the complexity of the theme of transformation. It has therefore been decided that another round of consulting experts in the sector on monitoring transformation should be undertaken. To this end, a colloquium is being organised to take place in May/June 2023 to assist in streamlining the scope of monitoring, and in identifying suitable indicators.

4.3.3 *Advice Sub-programme*

4.3.3.1 *Source, analyse and package information into responsive advice*

At the request of the DHET, a study was conducted on postgraduate and gateway second undergraduate qualifications pathways to be considered for government funding. This work led to the preparation of an advisory report which was submitted to the Ministerial Task Team (MTT) on Student Funding Policy.

The Minister requested advice on governance challenges at the Mangosuthu University of Technology as articulated in reports of various assessors appointed at different periods since the institution was established as a university of technology. The advice was formulated and submitted to the Office of the Minister. One of the interventions recommended in the advice was the dissolution of Council and the appointment of an Administrator, which the Minister has since actioned.

The CHE was requested by the DHET to comment and advise on the *One Country, One Plan: Draft Concept Note for the Master Skills Plan* which was developed to provide a well-coordinated and focused mechanism for addressing the escalating imbalances between skills demand and supply in the country. The envisaged Master Skills Plan will also be expected to bring about coherence, rationalisation and improved efficiency to the skills planning and delivery system in South Africa. Furthermore, it is expected that the Master Skills Plan will eliminate role conflicts among institutions that work in the skills development space, clarify the institutional arrangements, and provide clear leadership and responsibility for the key elements of the skills development system. The CHE provided a commentary and advice on the *One Country, One Plan: Draft Concept Note for the Master Skills Plan*.

Two pieces of responsive advice were prepared based on the research reports on (a) *'Pathway and Practices Leading to the Chartered Accountant Professional Designation'*, and (b) *'Awarding and Use of Honorary Academic Titles'* respectively. The pieces of advice were considered by the relevant governance structures and approval was obtained to have them submitted to the Office of the Minister.

4.3.3.2 *Synthesise and package research findings into proactive advice*

Three pieces of proactive advice were prepared based on the research reports on (a) *'Epistemic Access and Success of Students from Disadvantaged Backgrounds'*, (b) *'Efficiency in the Utilisation of Resources in Public Universities'*, and (c) *'International Benchmarking Policies and Practices of Recognition of Prior Learning'*. The pieces of advice were considered by the relevant governance structures and approval was obtained to have them submitted to the Office of the Minister.

4.4 Programme 4: Corporate

The Corporate Programme comprises the following four sub-programmes:

- 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 sub-programmes contributes to the attainment of the strategic outcomes stated above. The Governance Sub-programme fulfils a critical role in terms of good corporate governance in ensuring that the CHE is governed and managed effectively. The sub-programme 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 Sub-programme provides policy direction, strategy execution guidelines, and good governance frameworks for the effective management of human resources, information communication 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 Sub-programme provides technical support to all programmes in respect of sound financial and supply chain management. The main purpose of this sub-programme 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 Sub-programme 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 sub-programme 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 sub-programme promotes and coordinates strategic stakeholder relations within South Africa, the SADC region, the African continent and internationally.

4.4.1 Governance Sub-programme

4.4.1.1 *Developing or reviewing ICT policies, frameworks, guidelines, and procedures*

During the period under review, the following ICT policies, guidelines and frameworks were revised/developed:

- Enterprise Business Continuity Policy;
- ICT Business Continuity Policy;
- Cloud Computing Policy;
- Information Technology Business Continuity Plan;
- ICT Cloud Computing Guidelines;
- ICT Governance Framework; and
- ICT Project and Portfolio Management Standard/Framework.

4.4.1.2 Developing or reviewing Human Resources policies, frameworks, guidelines, and procedures

During the period under review, the following Human Resources policies, guidelines and charter were revised/developed:

- Performance Management Policy;
- HRRC Workplan 2022/23;
- Remuneration and Benefits Policy;
- Acting Appointments Policy;
- Retirement and Benefits Policy;
- Risk Pool and Retirement due to Ill-health Policy;
- Performance Management Moderation Charter;
- Guidelines for gifts, hospitality, appreciation, long service and staff farewell functions; and
- Guidelines for CHE Venue Booking.

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

During the financial year under review, there was an 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 practice.

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 financial management and supply chain management policies, guidelines and charter were revised/developed:

- Acceptable levels of materiality and significance;
- Disposal and write-off of the Fixed Assets Policy;
- Materiality and Significance Framework;
- Procedures to dispose and write off fixed assets;
- Honoraria Voucher/Cash Policy;
- Guidelines and Procedures on payments to Peer Academics;
- Payroll Deduction Policy; and
- Debtors and Collection Policy.

4.4.1.4 Organising and convening meetings of the governance structures

During the 2022/23 financial year, a total of thirty-six (36) governance meetings including meetings of 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, the following meetings/workshops/events took place:

- a. A Meeting of the Performance Management Moderation Committee (PMMC) was held on 17 August 2022.

- b. A CHE Council dinner was held on 21 September 2022 to bid farewell and express gratitude to outgoing Council members who made outstanding contributions to the work of the CHE during their terms of office.
- c. The Higher Education Quality Committee (HEQC) Workshop was held on 3 November 2022. A Council Induction Workshop was held on 3 February 2023 with the purpose of:
 - Officially inducting the new Council into how the CHE functions, and how it is structured and governed in terms of the Higher Education Act 101 of 1997 and the National Qualifications Act 67 of 2008.
 - Providing contextual information about the CHE Council, EXCO, NGC, HRRC, ARC, MRAC, ICTCoC, HEQC, AC, IAC and NSRC including legal status, mandates, and structural as well as functional relationships between different governance committees.
 - Sharing essential information on the responsibilities and modus operandi of the CHE Council, the HEQC and the subcommittees, as well as expectations of the sector.
- d. The ICTCoC Workshop was held on 27 February 2023. The purpose of the workshop was to present and discuss the Quality Assurance Framework Management Information System (QAF-MIS) in the broader QAF work as an integrating mechanism, as well as the role and proposed design of the envisaged Institutional Quality Dashboards system.

4.4.2 Corporate Services Sub-programme

4.4.2.1 *Developing and approving annual ICT Operational Plans based on the CHE's approved Digital Transformation Framework, within a particular financial year*

The 2022/23 ICT Operational Plan was concluded and approved on 22 June 2022 and implemented through the financial year.

4.4.2.2 *Concluding activities as per an approved annual ICT Operational Plan, within a particular financial year*

Approximately 90% of the activities in the Annual ICT Operational Plan were concluded during the period under review. This includes completion of ICT Projects identified as priority projects at the beginning of the financial year.

4.4.2.3 *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*

a. Staff Training and Development

A total of seventeen (17) training interventions were offered during the period under review. This was as a result of planned training relating to the newly procured devices and applications in line with the ICT Digital Transformation framework.

b. Employment Profile

The total number of employees at the end of the quarter under review is forty-four (44) with eight (8) vacancies against fifty-two (52) positions on the

approved organisational structure. Two of forty-four positions (44) are filled on a fixed term contract basis. There were three (3) terminations and one (1) appointment during the period under review. The conception of: (i) Management of the HEQSF and Quality Promotion directorate; (ii) the movement of the HEQCIS system; (iii) increased workload in the Accreditation directorates; (iv) implementation of the QA Framework and reduced baseline on Compensation of Employees (CoE); has necessitated the appointment of additional capacity over time, including during the period under review. Approximately nine (9) additional employees are currently working in the sub-programmes on a fixed term contract basis. These positions fall outside the current approved organisational structure. This brings the total number of functional employees in the organisation to fifty-four (54).

The recruitment and selection process of the Director: Accreditation was finalised in February 2023, and Dr Rose Masha commenced in this capacity in March 2023. The Director: National Standards and Reviews has resigned and will be exiting the CHE at the end of May 2023.

c. Employment Equity Status as at 31 March 2023

The overall profile in terms of race is 86% African, 5% Coloured, 0% Indian and 9% White. In terms of gender, it is 32% male and 68% female. The profile at management level in terms of race is 77% African, 9% Coloured, 0% Indian and 14% White. In terms of gender, it is 32% male and 68% female. There are currently no staff members with a disability. There has been a steady increase in the number of males both CHE-wide and at Management level, which is in line with the EE Plan.

The CHE continues to experience challenges in the attraction of employees with disabilities and this is notwithstanding the collaboration with recruitment organisations that specialise in this area.

The planned annual target is to appoint one (1) Indian female at the skilled level to increase females at all levels and a plan to appoint one staff member with a disability (any level and racial group).

It must be noted that due to the number of employees on the approved organisational structure, the CHE is not required to submit any Employment Equity Plans.

d. Other activities under the sub-programme

i. Blended working model

The CHE employees all returned to the office from 1 June 2022. Whilst the Disaster Management Act and its related regulations have since been repealed, employees were encouraged to continue maintaining social distancing while employees who were deemed to be vulnerable were advised to continue wearing masks. The process of encouraging employees to get vaccinated has continued.

A blended working model that suits the CHE is being implemented.

ii. *Review of the Organisational Structure*

The development of the QAF and the expanded mandate of the CHE has necessitated the need for the review of the current organisational structure. A service provider has been appointed to facilitate this process which requires a comprehensive work study, job analysis, job evaluation and skills audit. Good progress on this work is being made.

iii. *Performance Management – 2021/22*

The Performance Management assessment process was concluded during the quarter following the finalisation of the external audit. Performance bonuses were paid to all deserving employees at the end of September 2022.

iv. *Talent Management Programme 2023/24*

To ensure a continuous supply of competent employees at leadership levels and in specialised functions, ten (10) employees have been selected to participate in this programme. This is in line with the CHE's Integrated Talent Management Policy and Plan. They have undergone a comprehensive assessment to identify development areas. The appointment of mentors, mentorship training for both mentors and mentees and formulation of Development Plans will be done at the beginning of the 2023/24 financial year.

4.4.3 Finance and Supply Chain Management Sub-programme

4.4.3.1 *Paying eligible suppliers within 30 days from date of receipt of their invoices*

Of the 272 eligible suppliers during the financial year under review, all (100%) were paid within 20 days after submitting their invoices.

4.4.3.2 *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.

4.4.4 Communications and Stakeholder Relations Sub-programme

4.4.4.1 *Developing/revising and approving the Communication and Advocacy Plan, within a particular financial year*

The Communications and Advocacy Plan for the 2022/23 financial year was reviewed and approved by the Management Committee during the first quarter and was implemented throughout the year.

4.4.4.2 *Concluded activities as per the Communication and Advocacy Plan, within a particular financial year*

The CHE has maintained good communication and engagement internally and externally. Internally, CHE staff have been kept abreast of new developments and planned events by means of timeous announcements and notices.

The CHE is celebrating 25 years of existence in 2023 and as part of this anniversary an internal event was held with the focus on CHE staff as primary advocates of the CHE.

All CHE events, online and in person, and all advocacy and promotional materials have been branded appropriately to maintain a professional corporate identity for the CHE. A strong presence was maintained on all CHE social media platforms. In terms of internal communication, the CHE Intranet has been constantly updated to keep the staff informed. Further, the CHE incorporated the use of WhatsApp and Yammer to effectively communicate urgent matters to staff.

With regard to external communications, the CHE has maintained a visible presence through various platforms and through numerous events that have been organised and hosted.

The CHE has sourced additional equipment to ensure that we deliver high quality online events.

4.4.4.3 *Organising stakeholder events or forums in the other programmes/sub-programmes for which technical and operational support is provided, within a particular financial year*

During the second quarter of the financial year, the CHE hosted three stakeholder events, NSR Initial Teacher Education Consultation, Benchmarking RPL Policies and Practices in HE Colloquium and the Launch of the Doctoral Degrees done jointly with the National Research Foundation (NRF). All three events were hosted in hybrid format.

During the third quarter, the CHE hosted two QAF Stakeholder Engagement Workshops (Cape Town and Durban) and also hosted two Quality Fora – HEQSF Consultations, with Regulatory Bodies and Professional Bodies and with students respectively.

During the third quarter the CHE issued a public statement as part of the 16 Days on Activism for No Violence against Women and Children, published special newsletter editions, one focusing on the history of the CHE, and a second one focusing on reflections of the CHE role and performance in the sector, both of these being widely circulated through the CHE's digital communication platforms. The CHE issued Communique 10 of 2022 on the Alignment of Legacy Nursing Qualifications to the Higher Education Qualifications Sub-Framework (HEQSF).

During the fourth quarter, the CHE hosted its Higher Education Conference. Four QAF Stakeholder engagement regional workshops were also hosted. All of these events were well marketed and publicised with effective communication to all participants, seamless registration and were well branded as part of maintaining the professional image of the CHE.

4.5 Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

All outcomes, outputs, output indicators, targets and actual achievements are reflected in **Table 6** below:

Programme 1: Management of the HEQSF

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
a. Sub-programme: Qualifications Standards Development								
CHE as an effective custodian of the HEQSF (revised and fully implemented HEQSF).	Qualification standards developed for specified qualifications, or reviewed.	4.1.1.1: Number of qualification standards fully developed or reviewed in a particular financial year.	2	3	3	3	0	None
	Qualification standards developed for specified qualifications, or reviewed.	4.1.1.2: Number of qualification standards development or review processes initiated in a particular financial year.	3	4	4	4	0	None
	Events or projects for promoting use of standards.	4.1.1.3: Number of events or projects for promoting the use of qualification standards undertaken in a particular financial year.	3	5	5	5	0	None

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
b. Sub-programme: Data Management								
CHE as an effective custodian of the HEQSF (revitalised and fully implemented HEQSF).	A functional database holding records of all private higher education institutions.	4.1.2.1: Percentage of private higher education institutions that have all required sets of data records in the database in a particular financial year.	98%	98%	85%	98%	+13	The target was exceeded because there were more private higher education institutions that required sets of data records in the database.
	Valid, accurate and reliable datasets for all private higher education institutions.	4.1.2.2: 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.	98%	98%	85%	98%	+13	The target was exceeded because more data sets submitted by private higher education institutions needed to be verified and validated to ensure that they are accurate and reliable.
	Submission of data to the NLRD.	4.1.2.3: Number of data uploads onto the NLRD in a particular financial year.	1	3	2	3	+1	Although the annual target was reached during the Third Quarter, an additional data upload onto the NLRD was done in January 2023.

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
c. Sub-programme: Policy and Development Review								
CHE as an effective custodian of the HEQSF (revised and fully implemented HEQSF).	Reviewed and/or further developed HEQSF.	<p>4.1.3.1: Completion of the following phases in the review and further development process:</p> <ul style="list-style-type: none"> Phase 1: Review process Phase 2: Further development and update Phase 3: Approvals and Publication of the updated HEQSF. 	Completed Phase 2	0	Complete Phase 3	0	-1	A draft HEQSF research report was finalised but could not be approved and published during the 2022/23 financial year. The report will be finalised approved and published during the 2023/24 financial year. The research that was undertaken, and the consultation based on it was extensive and took more time than anticipated. The research report contains specific recommendations that will be considered in updating the HEQSF.
	Policies developed and/or reviewed.	4.1.3.2: Number of policies developed or reviewed and approved, in a particular financial year.	1	1	1	1	0	None
	Support provided to institutions with respect to development and implementation of relevant institutional policies.	4.1.3.3: Number of higher education institutions provided with support with respect to the development and implementation of relevant institutional policies, in a particular financial year.	4	18	5	18	+13	The target was exceeded because more institutions than expected required support with respect to the development and implementation of relevant institutional policies.

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
d. Sub-programme: Partnerships and collaboration								
CHE as an effective custodian of the HEQSF (revised and fully implemented HEQSF).	Project reports or other submissions from the joint or collaborative projects with SAQA, other QCs, the DHET and professional bodies.	4.1.4.1: 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.	8	14	5	14	+9	The target was exceeded because further opportunities arose for engagements on joint or collaborative projects with SAQA, other QCs, the DHET and professional bodies.
	National events and/or fora on NQF, quality assurance and promotion involved in.	4.1.4.2: Number of national events and/or fora on NQF, quality assurance and promotion involved in, within a particular year.	5	16	5	16	+11	The target was exceeded because the CHE needed to be involved in further national events and/or fora on NQF, quality assurance and promotion during the quarter under review.
	Regional or international initiatives on qualification frameworks, quality assurance and promotion.	4.1.4.3: 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	3	1	3	+2	The target was exceeded because there was a need for the CHE to attend two additional regional and/or international event and/or fora on qualifications framework, quality assurance and promotion.

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
e. Sub-programme: Quality Promotion and Capacity Development								
CHE as an effective custodian of the HEQSF (revitalised and fully implemented HEQSF).	Quality promotion and capacity building quality fora and/or workshops organised.	4.1.5.1: Number of quality promotion and capacity building quality forums and/or workshops organised, in a particular financial year.	4	21	20	21	+1	The target was exceeded because there was a need to organise additional workshops.
	Good practice guides produced.	4.1.5.2: Number of good practice guides produced, within a particular year.	1 (draft)	1	1	1	0	None

Programme 2: Quality Assurance

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
a. Sub-programme: Accreditation								
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.	4.2.1.1: 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% (546/565)	+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.
	Closeout open activities of existing programme re-accreditation for private higher education institutions.	4.2.1.2: Percentage of completed open programme re-accreditation 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.	100%	100%	85%	100% (22/22)	+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.
	Site visits to higher education institutions.	4.2.1.3: Percentage of site visits undertaken whose reports are presented to the HEQC within 12 months from the date of receipt of reports from the site visit panels, in a particular financial year.	100%	100%	95%	100% (54/54)	+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.

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
b. Sub-programme: Institutional Audits								
Comprehensive and coherent quality assurance system for the higher education sector:	Institutional audits initiated by the CHE.	4.2.2.1: Number of Institutional Audits initiated, within a particular financial year.	15	16	10	16	+6	The target was exceeded because the CHE managed to initiate additional Institutional Audits.
	Institutional SER's submitted by institutions.	4.2.2.2: Number of institutional SERs submitted by institutions, within a particular financial year depending on individual institution's agreed planning with the CHE.	N/A (New indicator)	20	20	20	0	None
	Institutional site visits by CHE audit panels.	4.2.2.3: Number of institutional site visits by CHE audit panels, within a particular financial year depending on individual institution's agreed planning with the CHE.	N/A (New indicator)	20	20	20	0	None
	Draft audit reports on Institutional Audits.	4.2.2.4: Number of draft audit reports of completed Institutional Audits written, reviewed by IAC and submitted to institutions for factual correction, within a particular financial year depending on individual institution's agreed planning with the CHE.	N/A (New indicator)	8	8	8	0	None

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
c. Sub-programme: National Reviews								
Comprehensive and coherent quality assurance system for the higher education sector.	National Reviews initiated.	4.2.3.1: Number of National Reviews initiated, within a particular financial year.	1	2	2	2	0	None
	Approved reports on completed National Reviews.	4.2.3.2: Percentage of completed National Reviews that have their reports finalised and approved, within a particular financial year.	100%	100%	100%	100%	0	None
d. Sub-programme: Quality Assurance Framework								
Comprehensive and coherent quality assurance system for the higher education sector.	Approved design plan for the QAF-Management Information System.	4.2.4.1: Number of design plans for the QAF-Management Information System approved, within a particular financial year.	N/A (New indicator)	1	1	1	0	None
	Developed Higher Education Practice Standards in at least five areas of higher education practice.	4.2.4.2: Number of Higher Education Practice Standards developed within a particular financial year.	N/A (New indicator)	6	5	6	+1	The target was exceeded because the CHE managed to allocate resources to enable the development of an additional standard identified as needed at this point.

Programme 3: Research, Monitoring and Advice

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
a. Sub-programme: Research								
A reputable centre of intellectual discourse, knowledge generation and advice on higher education.	Research reports.	4.3.1.1: Number of research reports produced, within a particular financial year.	3	6	3	6	+3	The target was exceeded because there was a need to produce additional research reports.
	Conferences, colloquia, seminars, symposia.	4.3.1.2: Number of conferences, colloquia, seminars, or symposia organised, within a particular financial year.	3	2	2	3	+1	The target was exceeded because there was a need to organise an additional conference.
	Journal/ book publications	4.3.1.3: Number of journals/ journal articles or books/book chapters published, within a particular financial year.	2	2	2	2	0	None
	Policy briefs/Briefly Speaking	4.3.1.4: Number of policy briefs or BrieflySpeaking articles produced, within a particular financial year.	4	4	4	4	0	None

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
b. Sub-programme: Monitoring								
A reputable centre of intellectual discourse, knowledge generation and advice on higher education.	Higher Education Monitor/ Review.	4.3.2.1: Number of Higher Education Monitors/Reviews produced, within a particular financial year.	1	1	1	1	0	None
		4.3.2.2: Number of VitalStats produced, within a particular financial year.	1	2	1	2	+1	The target was exceeded because there was a need to produce an additional Supplement to VitalStats 2020.
	Institutional profiles.	5	3	3	3	0	None	
c. Sub-programme: Advice								
A reputable centre of intellectual discourse, knowledge generation and advice on higher education.	Responsive advice.	4.3.3.1: Percentage of requests for advice responded to with the submission of advice, within a particular financial year.	100%	100%	100%	100% (4 advice requests responded to)	0	None
		4.3.3.2: Number of pieces of proactive advice produced and submitted, within a particular financial year.	2	3	3	3	0	None

Programme 4: Corporate

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
a. Sub-programme: Governance								
Governance, risk management and compliance.	Developed or reviewed ICT policies, frameworks, guidelines and procedures.	4.4.1.1: Number of ICT policies, frameworks, guidelines, and procedure developed or reviewed, within a particular financial year.	11	7	7	7	0	None
	Developed or reviewed Human Resources policies, frameworks, guidelines and procedures.	4.4.1.2: Number of Human Resources policies, frameworks, guidelines, and procedures developed or reviewed, within a particular financial year.	9	9	7	9	+2	The target was exceeded because there was a need to develop/review additional policies.
	Developed or reviewed financial management and supply chain management, frameworks, guidelines and procedures.	4.4.1.3: Number of financial management and supply chain management policies, frameworks, guidelines, and procedures developed or reviewed, within a particular financial year.	18	8	8	8	0	None
	Scheduled meetings of the governance structures organised and held.	4.4.1.4: Number of scheduled governance meetings organised and held, within a particular financial year.	34	36	22	36	+14	The target was exceeded because there was a need to schedule additional governance meetings to deal with governance related matters.

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
b. Sub-programme: Corporate Services								
Sustainable, responsive, and dynamic organisation.	Developed and approved annual ICT Operational Plan based on the CHE's approved Digital Transformation Framework.	4.4.2.1: Number of developed and approved annual ICT Operational Plans based on the CHE's approved Digital Transformation Framework, within a particular financial year.	N/A (New indicator)	1	1	1	0	None
	Concluded activities reflected in an approved annual ICT Operational Plan.	4.4.2.2: Percentage of activities concluded as per an approved annual ICT Operational Plan, within a particular financial year.	N/A (New indicator)	90%	80%	90%	+10%	The target was exceeded because the required budget for urgent ICT related activities was provided.
	Offered staff training interventions.	4.4.2.3: Number of staff training interventions offered, within a particular financial year.	18	17	15	17	+2	The target was exceeded because there was a need to offer additional trainings to support the ICT related initiatives.
	Approved posts on the organisational structure that have incumbents.	4.4.2.4: Percentage of approved posts on the organisational structure that have incumbents throughout a particular financial year.	87%	85%	85%	85%	0	None

Strategic Outcome	Output	Output Indicators	Audited output 2021/22	Audited output 2022/23	Planned Annual Target 2022/23	Actual Achievement 2022/23	Deviation from planned target to Actual Achievement 2022/23	Reason for deviation
c. Sub-programme: Finance and Supply Chain Management								
Sustainable, responsive, and dynamic organisation.	Payments made to suppliers.	4.4.3.1: 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% 272 suppliers paid averagely within 20 days	0	None
	Expenditure reports submitted to the DHET on a quarterly basis.	4.4.3.2: Number of approved expenditure reports submitted to DHET by the compliance date, within a particular financial year.	4	4	4	4	0	None
d. Sub-programme: Communications and Stakeholder Relations								
Sustainable, responsive, and dynamic organisation	Developed/revised and approved Communication and Advocacy Plan.	4.4.4.1: Number of developed / revised and approved Communication and Advocacy Plans, within a particular financial year.	N/A (New indicator)	1	1	1	0	None
	Concluded activities reflected in the approved Communication and Advocacy Plan.	4.4.4.2: Percentage of activities concluded as per the Communication and Advocacy Plan, within a particular financial year.	N/A (New indicator)	100%	80%	100%	+20	The target was exceeded because the availability of additional funds enabled the CHE to conclude additional activities as per the approved Communication and Advocacy Plan.
	Technically and operationally supported stakeholder engagement events or forums.	4.4.4.3: Number of stakeholder events or forums organised in the other programmes/ sub-programmes for which technical and operational support is provided, within a particular financial year.	N/A (New indicator)	12	12	19	+5	The target was exceeded because there was a need to organise an additional five stakeholders forums/events.

4.6 Linking Performance with Budgets

There was underspending in some of the programmes for the year under review. This was largely a result of unforeseen delays in filling some of the vacant funded posts, or through employing certain personnel on fixed-term contracts while the process of revising the organisation structure of the CHE to support the implementation of the new Quality Assurance Framework was being undertaken.

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 repairs and maintenance due to savings from reduced maintenance to the building during the financial year, while the general expenses were unspent due to the adjustment of the budget in the second quarter when the CHE received additional funding through approval of the rolled over funds from the prior year.

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

Programme/activity/objective	2022/23			2021/2022		
	Budget	Actual	(Over)/Under Expenditure	Budget	Actual	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Corporate	51 514	52 702	(1,188)	53 446	38 054	15 393
Quality Assurance	35 636	30 712	4 924	27 263	21 947	5 316
Research, Monitoring and Advice	11 934	12 963	(1 029)	10 324	8 830	1 494
Management of the HEQSF	9 254	6 259	2 995	8 563	5 106	3 457
TOTAL	108 338	102 636	5 702	99 596	73 937	25 659

4.7 Revenue Collection

Revenue from exchange transactions was lower than the budgeted amount due to a reduced number of applications for accreditation programmes processed during the financial year, due to less applications being received from private higher education institutions than was anticipated.

Interest received was more than budget, due to increased interest rates during the year attracting higher interest income for the surplus reserves invested with the Reserve Bank.

The balance of the unspent QAF conditional grant is to be utilised in the 2023-24 financial year as the QAF project is still ongoing.

Table 8: Link between the performance per programme and the allocated budgets

Sources of revenue	2022/2023			2021/2022		
	Estimate	Actual	(Over)/ Under Collection	Estimate	Actual	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
DHET – Grant	74 486	74 486		70 012	70 012	-
Cost Recovery – Private Accreditation	6 179	5 146	(1 033)	5 540	6 670	(1 130)
Interest received Investment	1 308	1 619	311	1 644	1 331	313
Realisation of deferred transfer	5 240	4 950	(290)	-	1 895	(1 895)
Roll-over of funds	21 125	21 125		22 400	22 400	0
TOTAL	108 338	107 326	(1 012)	99 596	102 308	(2 712)

4.8 CAPITAL INVESTMENT

Not applicable

PART

C

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, as well as the Companies Act, corporate governance regarding public entities is applied through the prescripts of the Public Finance Management Act (PFMA) and run in alignment with the principles contained in the King Commission Fourth Report on Corporate Governance.

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

2. PORTFOLIO COMMITTEES

The CHE made a presentation on the 2022/23 Annual Performance Plan during the Portfolio Committee on Higher Education, Science and Innovation (PCHESI) meeting of 20 April 2022. The CHE delegation consisted of a Council member (Ms K Magongoa), the CEO (Dr W Green) and the CFO (Dr T Mothusi).

The CHE made another presentation to the PCHESI on 11 May 2022 on the question of the accreditation status of certain higher education qualifications offered by the Walter Sisulu University (WSU). The CHE delegation that attended the PCHESI meeting consisted of the Chairperson of the CHE (Prof T Mosia), the CEO of the CHE (Dr W Green), the Chairperson of the HEQC and Council member (Prof A Parekh) and the Chairperson of the AC and HEQC member (Prof N Grové).

The CHE delegation attended the meeting of the PCHESI on 14 October 2022 to present the 2021/22 Annual Report. The CHE delegation consisted of the Interim Chairperson (Prof M Tom), the CEO (Dr W Green), the CFO (Dr T Mothusi) and the Chairperson of the ARC (Ms M Nkonki).

The PCHESI expressed themselves as generally pleased with the overall performance of the CHE.

3. EXECUTIVE AUTHORITY

No formal meetings between the Minister of Higher Education, Science and Innovation, Dr Blade Nzimande and the CHE Council were held during the 2022/23 financial year.

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;
- Implementing 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 any other aspect of the internal control system.

Council Charter

The Charter of the CHE was not amended during the 2022/23 financial year due to it remaining compliant with relevant legislation.

Governance Structure

The Council comprises of the 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 9: Composition of the Council from 1 April 2022 to 31 March 2023

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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	Former Chairperson	15 July 2013 to 14 July 2022	Second term of office ended on 14 July 2022	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"> Tekano Health Equity SA DG Murray Trust Oliver and Adelaide Tambo Foundation 	<ul style="list-style-type: none"> EXCO NGC Council Task Team 	1 of 1	R11 432
Prof Mvuyo Tom	Member Interim Chairperson	15 December 2014 to 14 December 2022 From 15 July to 14 December 2022	Second term of office ended on 14 December 2022	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"> EXCO NGC Council Task Team 	3 of 3	R31 756
Rev. Yuyo Memani-Sedile	Member New Chairperson	1 April 2021 to 14 December 2022 From 15 December 2022		<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 Rustmol 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 EXCO NGC Council Task Team 	5 of 5	R49 540

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Bulku	Member	15 December 2014 to 14 December 2022	Second term of office ended on 14 December 2022	Master of Social Sciences	<ul style="list-style-type: none"> Higher Education Media Management and Studies Public Relations Urban Studies 	MRAC NGC Council Task Team	3 of 3	R26 676	
Mr Casper Kruger	Member	15 December 2014 to 14 December 2022	Second term of office ended on 14 December 2022	BEd Education Management (post-graduate)	<ul style="list-style-type: none"> 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 	HRRC	3 of 3	R26 676
Prof Selby Ripinga	Member	15 December 2014 to 14 December 2022	Second term of office ended on 14 December 2022	D.Ed	<ul style="list-style-type: none"> Leadership and Governance Teaching and Student Learning Academic Training and Development 	<ul style="list-style-type: none"> Baobab Centre for Research and People Development (Pty) Ltd: Managing Director 	EXCO	3 of 3	R17 784
Prof Ratnamala Singh	Member	15 December 2014 to 14 December 2022	Second term of office ended on 14 December 2022	D.Phil	<ul style="list-style-type: none"> International and Comparative Higher Education Policy Quality Assurance Higher Education and Society Science Policy 	None	None	3 of 3	R26 676

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Siphokazi Moeng	Member	1 October 2017 to 14 December 2022	Second term of office ended on 14 December 2022	<ul style="list-style-type: none"> BA, HDE, BEd Hons (UPE), MSc (St Cloud State University), 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	3 of 3	R26 676
Prof Yusef Waghid	Member	15 December 2018 to 14 December 2022 Reappointed 15 December 2022		<ul style="list-style-type: none"> DPhil (Philosophy); PhD (Education Policy Studies) and DEd (Philosophy of Education) 	<ul style="list-style-type: none"> Higher Education Philosophy of Education Ethics in Education 	None	MRAC EXCO NGC	5 of 5	R44 460
Advocate Nomazotsho Memani	Member	15 December 2018 to 14 December 2022 Reappointed 15 December 2022		Master of Law	Law	None	NGC	5 of 5	R44 460
Dr Nita Lawton-Misra	Member	15 December 2018 to 14 December 2022 Reappointed 15 December 2022		PhD	<ul style="list-style-type: none"> Governance and Compliance Leadership and Management Business Continuity Management 	Director on the TENET Board	HRRC EXCO NGC	5 of 5	R44 460

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Daniel van der Nest	Member	15 December 2018 to 14 December 2022 Reappointed 15 December 2022		<ul style="list-style-type: none"> B Com (Accountancy) HED B Com Hons M Com D Tech 	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 	ARC	5 of 5	R44 460
Prof Angina Parekh	Member	15 December 2018 to 14 December 2022 Reappointed 15 December 2022		D. Phil (Psychology)	Higher Education	Director on African Renaissance Holdings	HEQC HEQC EXCO Council Task Team	3 of 5	R26 676
Prof Lesley Lionel Leonard Le Grange	Member	15 December 2018 to 14 December 2022 Reappointed 15 December 2022		PhD	Higher Education	SACE Councillor	HEQC	5 of 5	R44 460
Dr Tholsie Naidoo	Member	From 15 December 2022		PhD	Higher Education		None	2 of 2	R17 784
Adv. Matefo Majodina	Member	From 15 December 2022		MBL	<ul style="list-style-type: none"> Risk Management, Compliance Management, Corporate Governance, Anti-Bribery and Corruption and Institutionalization and Managing Ethics in Organisation 		HRRC	2 of 2	R17 784

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Mphedziseni Muluwahothe	Member	From 15 December 2022		Master of Philosophy	Governance		None	2 of 2	R17 784
Dr Bheka Zulu	Member	From 15 December 2022		PhD	Public Entities Oversight		None	2 of 2	R17 784
Dr Grant Son	Member	From 15 December 2022		PhD	Engineering		HRRC	2 of 2	R17 784
Ms Dorina Ionescu	Member	From 15 December 2022		MSc Engineering	Higher Education, Engineering		MRAC	2 of 2	R17 784
ProfVukosi Ntshakasi Martivate	Co-opted members appointed by the Council	14 November 2019 to 15 November 2022 Reappointed 3 February 2023		PhD (Computer Science)	Reinforcement Learning Evaluation		HRRC	3 of 3	R26 676
Ms Koketjo Rebecca Magongoa	Co-opted members appointed by the Council	24 February 2020 to 25 February 2023 Reappointed 25 February 2023		<ul style="list-style-type: none"> Bachelor of Computer Applications (BCA) Post Graduate Diploma in Business Administration Master of Business Leadership 	Information Security & Risk Management Specialist		ICTCoC	5 of 5	R44 460

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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
Non-voting members									
Representing the following organizations:									
Mr Sagren Govender	Department of Employment and Labour	September 2015		MBA	Public Employment Services	None	None	5 of 5	Not remunerated
Dr Fulufhelo V. Nelwamondo	CEO: NRF	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	4 of 5	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	4 of 5	Not remunerated
Mr Vijayen Naidoo	CEO: QCTO	n/a		B.Paed Sc: B. Ed (Education Management)	<ul style="list-style-type: none"> Education, Training and Development, TVET and Assessment 	<ul style="list-style-type: none"> SAQA Umalusi CHE NSA 	None	2 of 5	Not remunerated
Dr Julie Reddy	CEO: SAQA	From January 2020	Retired in November 2022	PhD	Higher education	<ul style="list-style-type: none"> SAQA Umalusi CHE 	None	2 of 3	Not remunerated

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Nadia Starr	CEO: SAQA	From 1 December 2022		Master of Education	Education and training policy development, quality assurance and funding mechanisms	<ul style="list-style-type: none"> SAQA Umalusi CHE 	None	0 of 2	Not remunerated
Dr Marcia Socikwa	DDG: DHET	From 1 April 2022		PhD	Higher Education	None	EXCO HEQC	2 of 5	Not remunerated
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	5 of 5	Not remunerated
Dr Moses Simelane	Department of Basic Education	From 01 November 2020		PhD	Policy Development; Monitoring and Evaluation; Strategic Leadership		None	3 of 5	Not remunerated
Dr Yonah Seleti	Department of Science and Innovation	From 01 November 2020	Until 30 June 2022	PhD	Science and Technology		None	0 of 1	Not remunerated
Mr Imraan Patel	Department of Science and Innovation	From 1 July 2022					None	2 of 4	Not remunerated

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.

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 10: Composition of the Higher Education Quality Committee from 1 April 2022 to 31 March 2023

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Reappointed 4 February 2023		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 	5 of 7	R57 160
Prof Robert John Balfour	Member	1 April 2018 Reappointed April 2021		PhD	Higher Education		NSRC	7 of 7	R62 244

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Nicolaas Johannes (Niek) Grové	Member	1 April 2018 Reappointed April 2021		LLD	Contract Law and Consumer Credit Law		Accreditation Committee	5 of 7	R44 460
Prof Lesley Lionel Leonard Le Grange	Member (acted as Chairperson during two meetings)	1 April 2018		PhD	Higher Education	SACE Councillor	Council	7 of 7	R67 324
Dr Jeffrey Mabelebe	Member	1 April 2018 Reappointed April 2021		Doctor of Philosophy	Governance		Institutional Audit Committee	5 of 7	R44 460
Prof Mogege Mosimege	Member	1 April 2018 Reappointed April 2021		PhD (Mathematics Education)	Higher Education		None	6 of 7	R53 352
Dr Manyane Makua	Member	13 February 2019		Doctor of Philosophy	Higher Education		None	7 of 7	R62 244
Prof Dherendra Gihwala	Member	13 February 2019		Doctor of Philosophy	Higher Education		Accreditation Committee	7 of 7	R62 244
Prof Lynn Quinn	Member	13 February 2019	Resigned from the HEQC on 7 August 2022	PhD	Higher education and academic development		None	0 of 2	R0
Prof Nokuthula Sibiyi	Member	14 October 2020		PhD	Higher Education		Accreditation Committee	5 of 7	R44 460
Prof Nobuhle Hlongwa	Member	1 April 2021		PhD	Higher Education		None	7 of 7	R62 244
Prof Shaija Anjani Singh	Member	1 April 2021		PhD	Higher Education		None	7 of 7	R62 244

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Francois Strydom	Member	1 April 2021		PhD	Higher Education	None	None	7 of 7	R62 244
Ex-officio members									
Dr Marcia Socikwa	DDG: DHET	From 1 April 2022		PhD	Higher Education	None	EXCO HEQC	2 of 7	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	None	5 of 7	Not remunerated
Mr Thomas Mtutuzeli 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 	<ul style="list-style-type: none"> • Education • Management, • Law and Systems 	None	2 of 7	Not remunerated	
Dr Whitfield Green	CEO: CHE	From 1 February 2021		<ul style="list-style-type: none"> • 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	7 of 7	Not remunerated

Table 11: Composition of the Executive Committee of Higher Education Quality Committee from 1 April 2022 to 31 March 2023

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 Reappointed 4 February 2023		D. Phil (Psychology)	Higher Education	<ul style="list-style-type: none"> Director on African Renaissance Holdings 	<ul style="list-style-type: none"> Council HEQC EXCO Council Task Team on Remuneration of Vice-Chancellors 	1 of 1	R8 892
Prof Robert John Balfour	Member	1 April 2018 Reappointed April 2021		PhD	Higher Education		NSRC	1 of 1	R5 396
Prof Nicolaas Johannes (Niek) Grové	Member	1 April 2018 Reappointed April 2021		LLD	<ul style="list-style-type: none"> Contract Law and Consumer Credit Law 		Accreditation Committee	1 of 1	R5 396
Dr Jeffrey Mabebele	Member	1 April 2018 Reappointed April 2021		Doctor of Philosophy	Governance		Institutional Audit Committee	1 of 1	R5 396

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 12: Composition of the Executive Committee from 1 April 2022 to 31 March 2023

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned /Term of office end date	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	Former Chairperson	15 July 2013 to 14 July 2022	Second term of office ended on 14 July 2022	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 	2 of 2	R22 864
Prof Mvuyo Tom	Member Interim Chairperson	15 December 2014 to 14 December 2022 From 15 July to 14 December 2022	Second term of office ended on 14 December 2022	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 Council Task Team 	5 of 5	R52 080
Rev. Vuyo Memani-Sedile	Member New Chairperson	1 April 2021 to 14 December 2022 From 15 December 2022		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 Monumentous Community Trust Commissioner at Middle States Council on Education Trustee RDL Pension Fund Council NGC Council Task Team 	2 of 2	R22 864

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned /Term of office end date	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 Selby Ripinga	Member	December 2014 Reappointed December 2018	Term of office ended on 14 December 2022	D.Ed	<ul style="list-style-type: none"> Leadership and Governance Teaching and Student Learning Academic Training and Development 	<ul style="list-style-type: none"> Baobab Centre for Research and People Development (Pty) Ltd: Managing Director 	Council	4 of 5	R35 568
Advocate Nomazotsho Memani	Member	1 February 2019	Term of office ended on 14 December 2022	Masters of Law	Law	None	<ul style="list-style-type: none"> Council NGC 	4 of 5	R35 568
Dr Marcia Socikwa	DDG: DHET	From 1 April 2022		PhD	Higher Education	None	<ul style="list-style-type: none"> Council HEQC 	5 of 7	Not remunerated
Ms Koketjo Rebecca Magongoa	Co-opted members appointed by the Council	24 February 2020 to 25 February 2023 Reappointed 25 February 2023		<ul style="list-style-type: none"> Bachelor of Computer Applications (BCA) Post Graduate Diploma in Business Administration Master of Business Leadership 	Information Security & Risk Management Specialist		<ul style="list-style-type: none"> Council ICTCoC 	2 of 2	R17 784
Prof Yusef Waghid	Member	15 December 2018 to 14 December 2022 Reappointed 15 December 2022		<ul style="list-style-type: none"> DPhil (Philosophy); PhD (Education Policy Studies) and DEd (Philosophy of Education) 	<ul style="list-style-type: none"> Higher Education Philosophy of Education Ethics in Education 	None	<ul style="list-style-type: none"> Council MRAC EXCO NGC 	2 of 2	R17 784

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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	Member	15 December 2018 to 14 December 2022 Reappointed 15 December 2022		PhD	<ul style="list-style-type: none"> Governance and Compliance Leadership and Management Business Continuity Management 	Director on the TENET Board	<ul style="list-style-type: none"> Council HRRC EXCO NGC 	1 of 2	R8 892
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	7 of 7	Not remunerated

Table 13: Composition of the Audit and Risk Committee from 1 April 2022 to 31 March 2023

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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	R 44 460

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Daniel van der Nest	Member	13 February 2019	First term of office ended on 14 December 2022 Reappointed on 3 February 2023	<ul style="list-style-type: none"> B Com (Accountancy) HED B Com Hons M Com D Tech 	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 4	R21 584
Ms Xabisa A Dyosi	Member	14 November 2019	First term of office ended on 15 November 2022 Reappointed on 3 February 2023	<ul style="list-style-type: none"> Chartered Accountant (SA)BCom Hons (Accounting Sciences) Postgraduate Diploma in Integrated Reporting Management Advancement Programme 	Auditing and Finance	None	None	3 of 4	R16 188
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	R21 584

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 – Makinktech (Pty) Ltd 	None	4 of 5	R21 584

Table 14: Composition of the Human Resources and Remuneration Committee from 1 April 2022 to 31 March 2023

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Leadership and Management Business Continuity Management 	Director on the TENET Board	<ul style="list-style-type: none"> Council Council Task Team on Remuneration of Vice-Chancellors 	3 of 3	R26 676
Mr Casper Kruger	Member	April 2015	Second term of office ended on 14 December 2022	BEd Education Management (postgraduate)	Technical, vocational education and training	<ul style="list-style-type: none"> Trustee, Access Trust Board Member, SA Society of Cooperative Education (SASCE) representing the national South African College Principals Organisation 	Council	3 of 3	R16 188

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Mpho Letlape	Member	October 2016	Second term of office ended on 15 November 2022	B.Sc. Computer Science and Psychology	<ul style="list-style-type: none"> 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	3 of 3	R16 188
Ms Yolanda Sedlmaier	Member	24 February 2020 Reappointed 26 February 2023		B Com (Personnel Management)	Human Resources and Remuneration		None	3 of 3	R16 188
Prof Vukosi Ntsakisi Mari-vate	Co-opted members appointed by the Council	November 2019	Term of office ended on 15 November 2022	PhD (Computer Science)	Reinforcement Learning Evaluation		Council	3 of 3	R16 188
Adv. Matefo Majodina	Member	03 February 2023		MBL	<ul style="list-style-type: none"> Risk Management, Compliance Management, Corporate Governance, Anti-Bribery and Corruption and Institutionalization and Managing Ethics in Organisation 		HRRC	0 of 0	R0
Dr Grant Son	Member	03 February 2023		PhD	Engineering		HRRC	0 of 0	R0

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Whitfield Green	CEO: CHE (Ex-officio capacity)	From 1 February 2021		PhD	<ul style="list-style-type: none"> Science Education Teacher Education Higher Education 	SAQA Umalusi QCTO	All internal Governance Committees by virtue of his position	3 of 3	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			3 of 3	Not remunerated

Table 15: Composition of the Monitoring, Research and Advice Committee from 1 April 2022 to 31 March 2023

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Bulku	Former Chairperson	15 December 2014 to 14 December 2022	Second term of office ended on 14 December 2022	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 	2 of 2	R17 784
Prof Yusef Waghid	New Chairperson from 3 February 2023	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	R19 684
Dr Mafu Rakometsi	Member	Ex-officio member of Council CEO (Umalusi)	Resigned from the MRAC in November 2022	PhD	General and further education and training – curriculum and examinations	<ul style="list-style-type: none"> Umalusi Council SAQA QCTO Heldberg College Council 	Council	0 of 2	Not remunerated

Name	Designation (in terms of the Public Entity Board structure)	Appointed in own right	Date resigned / Term of office end date	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 Marlien Pieters	Member	1 December 2020		PhD	Nutrition and cardiovascular disease	Director of the SAM-RC / NWU Hypertension and Cardiovascular Disease Extramural Research Unit	None	3 of 3	R16 188
Ms Dorina Ionescu	Member	From 3 February 2023		MSc Engineering	Higher Education, Engineering		MRAC	1 of 1	R5 396
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 	SAQA Umalusi QCTO	All internal Governance Committees by virtue of his position	3 of 3	Not remunerated

Table 16: Composition of the Nominations and Governance Committee from 1 April 2022 to 31 March 2023

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. Thamba Mosia	Former Chairperson	15 July 2013 to 14 July 2022	Second term of office ended on 14 July 2022	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 EXCO Council Task Team 	1 of 1	R8 892

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
Rev. Vuyo Memani-Sedile	Member New Chairperson	1 April 2021 to 14 December 2022 From 15 December 2022		Honours BCompt MBA Chartered Accountant	<ul style="list-style-type: none"> Finance Governance 	<ul style="list-style-type: none"> CANSA Sedile Enterprise Rustmol 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 Momen-tous Community Trust Commissioner at Middle States Council on Education Trustee RDL Pension Fund Council EXCO Council Task Team 	1 of 1	R8 892
Advocate Nomazotsho Memani	Member	1 February 2019		Masters of Law	Law	None	Council EXCO	2 of 2	R10 792
Prof Mvuyo Tom	Member	1 February 2019	Second term of office ended on 14 December 2022	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 	Council EXCO	2 of 2	R10 476
Mr Luzuko Buku	Member	1 February 2019	Second term of office ended on 14 December 2022	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 	1 of 1	R5 396

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 Fulufhelo Nelwamondo	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 remunerated
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 	SAQA Umalusi QCTO	All internal Governance Committees by virtue of his position	2 of 2	Not remunerated

Table 17: Composition of the Information and Communication Technology Committee of Council from 1 April 2022 to 31 March 2023

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	Former Chairperson until 15 November 2022	14 November 2019		<ul style="list-style-type: none"> Bachelor of Science in Computer Engineering Associate Degree in Electronic Engineering MDP, MAP International Executive Development Program (IEDP) 	<ul style="list-style-type: none"> ICT Strategy Leadership, Development and management ICT Governance, Controls and remediation 	None	None	5 of 5	R 0 (Decided not to be remunerated)
Ms Koketjo Rebecca Masingo	New Chairperson from 3 February 2023	24 February 2020		<ul style="list-style-type: none"> Bachelor of Computer Applications (BCA) Post Graduate Diploma in Business Administration Master of Business Leadership 	Information Security & Risk Management Specialist	Council	Council	5 of 5	R33 972
Mr Glen Barnes	Member	14 November 2019	Resigned from the ICTCoC on 8 February 2023	MSc.Agric. (Grassland Science)	Management of Information & Analysis	CEO:IDSC	None	3 of 3	R16 188
Mr Simon Motlatsi Maluleka	Member	14 November 2019		Masters: Business Information Systems	Software Development	None	None	5 of 5	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 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		5 of 5	R26 980
Dr Whitfield Green	CEO: CHE	From 1 February 2021		<ul style="list-style-type: none"> 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	5 of 5	Not remunerated
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			5 of 5	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)		4 of 5	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

During the course of the year the CHE reviewed its risk profile in order to consider the extent to which potential events may have an 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. INTERNAL CONTROL UNIT

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

7. INTERNAL AUDIT AND AUDIT COMMITTEES

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 taking into account 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 as and 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 2022/23 financial year were risk-based and fully implemented.

Table 13 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. ORGANISATIONAL SECRETARY

The CHE 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.

14. SOCIAL RESPONSIBILITY

On 18 July 2022, the CHE worked on renovations at the SOS Mamelodi Children’s Village to commemorate Mandela Day.

15. AUDIT AND RISK COMMITTEE REPORT

See pages (115 to 116), in Part E, for the full report for the financial year ended 31 March 2023.

16. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

Table 18: B-BBEE Compliance Performance information

The CHE applied relevant Code of Good practice (B-BBEE Certificate Levels 1 – 8 with regards to the following:		
Criteria	Response Yes/No	Discussion (discussion on the response and indication of what measures have been taken to comply)
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	N/A	Currently, while applying for accreditation of qualifications, neither public nor private institutions are required to submit B-BBEE compliance certificates to the CHE.
Developing and implementing a preferential procurement policy?	Yes	The CHE reviewed the Supply Chain Policy to comply with the preferential procurement regulations of 2022.
Determining qualification criteria for the sale of state-owned enterprises?	N/A	The CHE does not engage in the sale of state-owned businesses or properties.
Developing criteria for entering into partnerships with the private sector?	N/A	The CHE has not entered into partnerships with private sector institutions.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	N/A	The CHE is not awarding in incentives, grants and investment schemes to any organisation or entity as an act of supporting Broad Based Black Economic Empowerment.

PART

D

**HUMAN
RESOURCES
MANAGEMENT**

I. INTRODUCTION

For an overview of the human resources section please see pages 51 to 54 (Part B).

2. HUMAN RESOURCES OVERSIGHT STATISTICS

Table 19: 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	52 702	19 136	36%	23	832
Quality Assurance	30 712	19 570	64%	20	979
Research, Monitoring and Advice	12 963	4 656	36%	3	1 552
Management of the HEQSF	6 259	2 051	33%	3	684
TOTAL	102 636	45 413	44%	49	927

Table 20: 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	2 454	5%	1	2454
Senior Management	11 693	26%	7	1670
Professional qualified	17 626	39%	14	1259
Skilled	10 353	23%	18	575
Semi-skilled	2 795	6%	7	399
Unskilled	492	1%	2	246
TOTAL	45 413	100%	49	927

Table 21: Performance Rewards

Programme//activity/objective	Performance rewards (R'000)	Personnel Expenditure (R'000)	% of performance rewards to total personnel cost
Top Management	115	2 454	5%
Senior Management	356	11 693	3%
Professional qualified	450	17 626	3%
Skilled	235	10 353	2%
Semi-skilled	51	2 795	2%
Unskilled	16	492	3%
TOTAL	1 223	45 413	3%

Table 22: 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	19 136	384	2	25	15.36
Quality Assurance	19 570	290	1.48	22	13.18
Research, Monitoring and Advice	4 656	121	2.59	6	20.17
Management of the HEQSF	2 051	84	4.09	5	16.8
TOTAL	45 413	879	1.93	58	15.16

* Training includes fixed term contract employees and interns where internal training was held.

Table 23: Employment and vacancies (per programme)

Programme/ activity/objective	2021/2022 No. of Employees	2022/2023 Approved Posts	2022/2023 No. of Employees	2022/2023 Vacancies	% of vacancies
Corporate	21	21	21	0	0%
Quality Assurance	18	23	17	6	12%
Research, Monitoring and Advice	4	6	4	2	4%
Management of the HEQSF	2	2	2	0	0%
TOTAL	45	52	44	8	15%

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

Table 24: Employment and vacancies (per category)

Category	2021/2022 No. of Employees	2022/2023 Approved Posts	2022/2023 No. of Employees	2022/2023 Vacancies	% of vacancies
Top Management	1	1	1	0	0%
Senior Management	6	7	7	0	0%
Professional qualified	16	17	14	3	6%
Skilled	16	20	17	2	4%
Semi-skilled	4	5	3	3	5%
Unskilled	2	2	2	0	0%
TOTAL	45	52	44	8	15%

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

Table 25: 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	0	7
Professional qualified	16	0	2	14
Skilled	16	1	0	17
Semi-skilled	4	0	1	3
Unskilled	2	0	0	2
TOTAL	45	2	3	44

* 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 2022.

* Third column: All appointments made in the period April 2022 - March 2023 are shown.

Table 26: Reasons for staff leaving

Reason	Number	% of total no. of staff leaving
Death	0	0%
Resignation	3	7%
Dismissal	0	0%
Retirement	0	0%
Ill health	0	0%
Expiry of contract	0	0%
Other	0	0%
TOTAL	3	7%

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

Table 27: Labour Relations: Misconduct and disciplinary action

Nature of disciplinary Action	Number
Verbal Warning	1
Written Warning	0
Final Written warning	0
Dismissal	0

Table 28: 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
Senior Management	3	0	0		0	0	0	0
Professional qualified	5	0	0		0	0	0	1
Skilled	4	0	0	1	0	0	0	0
Semi-skilled	0	0	0		0	0	0	0
Unskilled	0	0	0		0	0	0	0
TOTAL	12	0	1	1	0	0	0	1

Table 29: 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	3	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	26	0	1	0	0	0	0	0

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

Table 30: 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

**PART
E**

**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 (CHE) set out on pages 119 to 148, which comprise the statement of financial position as at 31 March 2023, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information 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 as at 31 March 2023, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

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 responsibilities of the auditor-general 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 code) 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. The IRBA code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards).
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

National Treasury Instruction No. 4 of 2022/2023: PFMA Compliance and Reporting Framework

7. On 23 December 2022, National Treasury issued Instruction Note No. 4: PFMA Compliance and Reporting Framework of 2022-23 in terms of section 76(1)(b), (e) and (f), 2(e) and (4)(a) and (c) of the PFMA, which came into effect on 3 January 2023. The PFMA Compliance and Reporting Framework also addresses the disclosure of unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure. Among the effects of this framework is that irregular and fruitless and wasteful expenditure incurred in previous financial years and not addressed is no longer disclosed in the disclosure notes of the annual financial statements, only the current year and prior year figures are disclosed in note 25 and 26 to the financial statements. The movements in respect of irregular expenditure and fruitless and wasteful expenditure are no longer disclosed

in the notes to the annual financial statements of the Council on Higher Education. The disclosure of these movements (e.g. condoned, recoverable, removed, written off, under assessment, under determination and under investigation) are now required to be included as part of other information in the annual report of the auditees. I do not express an opinion on the disclosure of irregular expenditure and fruitless and wasteful.

Responsibilities of the accounting authority for the financial statements

8. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of 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.
9. In preparing the financial statements, the accounting authority is responsible for assessing the public entity'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.

Responsibilities of the auditor-general for the audit of the financial statements

10. 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
11. 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

12. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for selected programmes presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.
13. I selected the following programmes presented in the annual performance report for the year ended 31 March 2023 for auditing. I selected programmes that measure the CHE's performance on its primary mandated functions and that are of significant national, community or public interest.

Programme	Page numbers	Purpose
Programme One (1): Management of the HEQSF	56 - 60	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)
Programme Two (2): Quality assurance	61 - 63	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)
Programme Three (3): Research, Monitoring and Advice	64 - 65	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

14. I evaluated the reported performance information for the selected programmes against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.
15. I performed procedures to test whether:
- the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives.
 - the indicators are well defined and verifiable to ensure that they are easy to understand and apply consistently and that I can confirm the methods and processes to be used for measuring achievements.
 - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated.
 - the indicators and targets reported on in the annual performance report are the same as what was committed to in the approved initial or revised planning documents.
 - the reported performance information is presented in the annual performance report in the prescribed manner.
 - there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.
16. I performed the procedures for the purpose of reporting material findings only.
17. I did not identify any findings on the reported performance information of thereof selected programmes.

Other matter

18. I draw attention to the matter below.

Achievement of planned targets

19. The annual performance report includes information on reported achievements against planned targets and provides explanations for over and under achievements.
20. The public entity plays a key role in delivering services to South Africans. The annual performance report includes the following service delivery achievements against planned targets:

	Planned target	Reported achievement
Programme I- Management of HEQSF Targets achieved: 13/14 =92.86% Budget spent: R6 259 000/ R9 254 000= 67.64%		
The completion of Phase 3 - Approvals and Publication of the updated HEQSF	1	0

Report on compliance with legislation

21. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.
22. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
23. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
24. I did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

25. The accounting authority is responsible for the other information included in the annual report. The other information comprises the information included in the annual report. The other information referred to 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 on in this auditor's report.
26. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation, do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
27. My responsibility is to read this other information and, in doing so, consider whether it 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.

28. If, based on the work I have performed, I conclude that there is no material misstatement, in this other information, I am required to report that fact. I have nothing to report in this regard.

Internal control deficiencies

29. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
30. I did not identify any significant deficiencies in internal control.

AUDITOR - GENERAL.

Pretoria

31 July 2023



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure - Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

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 selected requirements in key legislation.

Financial statements

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 Council on Higher Education's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- conclude on the appropriateness of the 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 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

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.

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.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act No.1 of 1999 (PFMA)	Section 1 Section 38(1)(a)(iv); 38(1)(b); PFMA 38(1)(c); 38(1)(c)(i); 38(1)(c)(ii); 38(1)(d); 38(1)(h)(iii); Section 39(1)(a); 39(2)(a); Section 40(1)(a); 40(1)(b); 40(1)(c)(i) Section 43(4); 44; 44 (1) and (2) ; 45(b); Section 50(3); 50(3)(a)
Treasury Regulations for departments, trading entities, constitutional institutions and public entities (TR)	Treasury Regulation 4.1.1; 4.1.3 Treasury Regulation 5.1.1; 5.2.1; 5.2.3(a); 5.2.3(d); 5.3.1 Treasury Regulation 6.3.1(a); 6.3.1(b); 6.3.1(c); 6.3.1(d); 6.4.1(b) Treasury Regulation 7.2.1 Treasury Regulation 8.1.1; 8.2.1; 8.2.2; 8.2.3; 8.4.1 Treasury Regulation 9.1.1; 9.1.4 Treasury Regulation 10.1.1(a); 10.1.2 Treasury Regulation 11.4.1; 11.4.2; 11.5.1 Treasury Regulation 12.5.1 Treasury Regulation 15.10.1.2(c) Treasury Regulation 16A 6.1; 16A6.2(a) ,(b) & (e) ; 16A 6.3(a) ;16A 6.3(b); 16A 6.3(c);16A6.3(d) ; 16A 6.3(e); 16A 6.4; 16A 6.5; 16A 6.6; 16A7.1; 16A.7.3; 16A.7.6; 16A.7.7;TR 16A8.2 (1) and (2); 16A 8.3 16A8.3 (d); 16A 8.4; 16A 9; 16A 9.1; 16A9.1 (b) (ii);16A9.1 (c); 16A 9.1(d); 16A 9.1(e); 16A9.2; 16A9.2(a)(ii) &(iii); 16A9.1(f). Treasury Regulation 17.1.1 Treasury Regulation 18.2 Treasury Regulation 19.8.4
Division of Revenue Act No. 5 of 2022	Section 16(1)
Public service regulation	Public service regulation 18; 18 (1) and (2); 25(1)(e)(i); 25(1)(e)(iii)
Prevention and Combating of Corrupt Activities Act No.12 of 2004 (PRECCA)	Section 29 Section 34(1)
Construction Industry Development Board Act No.38 of 2000 (CIDB)	Section 18(1)
CIDB Regulations	CIDB regulation 17; 25(7A)
PPPFA	2.1(a); 2.1(b); 2.1(f)

Legislation	Sections or regulations
PPR 2017	Paragraph 4.1; 4.2 Paragraph 5.1; 5.3; 5.6; 5.7 Paragraph 6.1; 6.2; 6.3; 6.5; 6.6 Paragraph 7.1; 7.2; 7.3; 7.5; 7.6 Paragraph 8.2; 8.5 Paragraph 9.1; 9.2 Paragraph 11.2 Paragraph 12.1 and 12.2
PPR 2022	Paragraph 4.1; 4.2; 4.3; 4.4 Paragraph 5.1; 5.2; 5.3; 5.4
SITA ACT	Section 7(3)
National Treasury Instruction No.1 of 2015/16	Paragraph 3.1; 4.1; 4.2
NT SCM Instruction Note 03 2021/22	Paragraph 4.3; 4.4; 4.4 (a); 4.4 (c) -(d);
NT SCM Instruction Note 11 2020/21	Paragraph 3.1; 3.4 (b); 3.9
NT SCM Instruction note 2 of 2021/22	Paragraph 3.2.1; 3.2.4(a); 3.3.1
NT instruction note 4 of 2015/16	Paragraph 3.4
Second amendment of NTI 05 of 2020/21	Paragraph 4.8; 4.9 ; 5.1 ; 5.3
Erratum NTI 5 of 202/21	Paragraph 1
Erratum NTI 5 of 202/21	Paragraph 2
Practice note 7 of 2009/10	Paragraph 4.1.2
NT instruction note 1 of 2021/22	Paragraph 4.1

2. ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2023

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Index

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

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COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

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 March 2023 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 was, for this purpose, given unrestricted access to all financial records and related data for independently reviewing and reporting on the CHE's annual financial statements.

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 may 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 year's 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 audited annual financial statements which are set out on pages 119 to 148, have been prepared on the basis that the CHE is a going concern, were approved by the EXCO on 28 July 2023, and were signed on its behalf by:



Rev. V. Memani-Sedile
Chairperson



Dr Whitfield Green
Chief Executive Officer

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statement for the year ended 31st March 2023

Audit and Risk Committee Report

We are pleased to present our report for the financial year ended 31st March 2023.

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	3 of 4 (first term of office ended on 15 November 2022)
Prof. D. P. van der Nest	4 of 4 (first term of office ended on 14 December 2022)
Ms Shaila Hari	4 of 5
Mr Krishna Govender	4 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 appropriate and 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 but unfortunately, the appointed internal auditor's contract was terminated due to their company being liquidated. In the interim, an Internal Audit Service provider was appointed for three months to perform and complete all outstanding planned activities as per the internal audit plan. 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 2023 financial year were risk-based and fully implemented.

External Audit

The committee agreed to the audit plan and audit fee for the 2023 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.

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Audit and Risk Committee Report Continued

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.

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 2023.



Ms Monalisa Nkonki
Chairperson of the Audit and Risk Committee

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Accounting Authority Report

The Council submits its report for the year ended 31st March 2023.

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 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

Audited Annual Financial Statements for the year ended 31st March 2023

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 2023, 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 not aware of any subsequent event arising at the end of the year.

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

Audited Annual Financial Statements for the year ended 31st March 2023

Statement of Financial Position as at 31st March 2023

Figures in Rand	Note(s)	2023	2022 Restated*
Assets			
Current Assets			
Receivables from exchange transactions	6	282 991	1 492 946
Prepayments	5	1 372 372	423 310
Cash and cash equivalents	7	17 688 214	36 086 714
		19 343 577	38 002 970
Non-Current Assets			
Property, plant and equipment	2	36 920 676	34 457 624
Intangible assets	4	2 006 655	1 551 508
Prepayments	5	85 753	23 056
		39 013 084	36 032 188
Total Assets		58 356 661	74 035 158
Liabilities			
Current Liabilities			
Payables from exchange transactions	14	11 632 145	7 143 221
Provisions	13	3 358 566	3 183 213
Unspent conditional grants and receipts	12	289 905	3 000 000
Bank overdraft	7	8 762	12 154
		15 289 378	13 338 588
Total Liabilities		15 289 378	13 338 588
Net Assets		43 067 283	60 696 570
Reserves			
Revaluation reserve	8	8 080 860	9 274 514
Accumulated surplus		34 986 423	51 422 056
Total Net Assets		43 067 283	60 696 570

* See Note 31

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Statement of Financial Performance

Figures in Rand	Note(s)	2023	2022 Restated*
Revenue			
Exchange revenue	9	6 764 676	8 002 120
Non-exchange revenue	10	79 435 993	71 905 667
Total revenue		86 200 669	79 907 787
Expenditure			
Employee related costs	15	(45 413 082)	(39 904 695)
Depreciation and amortisation	2&4	(2 500 322)	(1 686 762)
Repairs and maintenance		(2 326 678)	(1 525 082)
Loss on disposal of assets		(571 217)	(23 193)
General Expenses	16	(51 825 003)	(32 392 055)
Total expenditure		(102 636 302)	(75 531 787)
(Deficit) surplus for the year		(16 435 633)	4 376 000

* See Note 31

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Statement of Changes in Net Assets

Figures in Rand	Revaluation reserve	Accumulated surplus / deficit	Total net assets
Balance at 01 April 2021	9 274 514	47 045 966	56 320 480
Changes in net assets			
Surplus for the year as previously reported	-	4 260 515	4 260 515
Total changes	-	4 260 515	4 260 515
Opening balance as previously reported	9 274 514	51 306 481	60 580 995
Adjustments			
Correction of errors See Note 31	-	115 575	115 575
Restated* Balance at 01 April 2022 as restated*	9 274 514	51 422 056	60 696 570
Changes in net assets			
Impairment losses on revalued capital assets	(1 193 654)	-	(1 193 654)
Net income (losses) recognised directly in net assets	(1 193 654)	-	(1 193 654)
Deficit for the year	-	(16 435 633)	(16 435 633)
Total recognised income and expenses for the year	(1 193 654)	(16 435 633)	(17 629 287)
Total changes	(1 193 654)	(16 435 633)	(17 629 287)
Balance at 31 March 2023	8 080 860	34 986 423	43 067 283

* See Note 31

COUNCIL ON HIGHER EDUCATION

Annual Financial Statements for the year ended 31st March 2023

Cash Flow Statement

Figures in Rand	Note(s)	2023	2022 Restated*
Cash flows from operating activities			
Receipts			
Grants		76 725 898	73 012 000
Other receipts		6 962 873	7 083 746
		<u>83 688 771</u>	<u>80 095 746</u>
Payments			
Employee costs		(45 237 730)	(39 986 597)
Suppliers		(49 662 757)	(34 540 129)
		<u>(94 900 487)</u>	<u>(74 526 726)</u>
Net cash flows from operating activities	18	<u>(11 211 716)</u>	<u>5 569 020</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(6 393 339)	(4 384 890)
Proceeds from sale of property, plant and equipment	2	107 665	19 172
Purchase of other intangible assets	4	(897 718)	(101 400)
Proceeds from sale of other intangible assets	4	-	3 026
Net cash flows from investing activities		<u>(7 183 392)</u>	<u>(4 464 092)</u>
Net increase/(decrease) in cash and cash equivalents		<u>(18 395 108)</u>	<u>1 104 928</u>
Cash and cash equivalents at the beginning of the year		36 074 560	34 969 632
Cash and cash equivalents at the end of the year	7	<u>17 679 452</u>	<u>36 074 560</u>

* See Note 31

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Statement of Comparison of Budget and Actual

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 and other income	6 179 000	-	6 179 000	5 145 710	(1 033 290)	1
Interest received - investment	1 308 000	-	1 308 000	1 618 966	310 966	2
Total revenue from exchange transactions	7 487 000	-	7 487 000	6 764 676	(722 324)	
Revenue from non-exchange transactions						
Transfer revenue						
Government grants	74 486 000	-	74 486 000	74 486 000	-	
Conditional Grant	-	5 239 897	5 239 897	4 949 993	(289 904)	3
Surplus funds-Rolled-over	-	21 125 390	21 125 390	21 125 390	-	
Total revenue from non-exchange transactions	74 486 000	26 365 287	100 851 287	100 561 383	(289 904)	
Total revenue	81 973 000	26 365 287	108 338 287	107 326 059	(1 012 228)	
Expenditure						
Employee costs	(45 565 882)	-	(45 565 882)	(45 413 082)	152 800	4
Depreciation and amortisation	-	-	-	(2 500 322)	(2 500 322)	5
Repairs and maintenance	(2 701 801)	-	(2 701 801)	(2 326 678)	375 123	6
General Expenses	(33 705 317)	(26 365 287)	(60 070 604)	(51 825 003)	8 245 601	7
Total expenditure	(81 973 000)	(26 365 287)	(108 338 287)	(102 065 085)	6 273 202	
Operating surplus	-	-	-	5 260 974	5 260 974	
Loss on disposal of assets and liabilities	-	-	-	(571 217)	(571 217)	
Surplus on cash budget	-	-	-	4 689 757	4 689 757	
Deficit for the year from continuing operations	-	-	-	4 689 757	4 689 757	
Less roll-over adjustment	-	-	-	(21 125 390)	(21 125 390)	
Recalculated deficit as per Financial Performance	-	-	-	(16 435 633)	-	

Revenue

1) Revenue from exchange transactions was lower than budgeted amount due to a reduced number of applications for accreditation programmes processed during the financial year.

2) Interest received during the year more than budget due to increased interest rates during the year attracting higher interest income for the surplus reserves invested with the Reserve Bank.

3) Balance of the unspent conditional grant to be utilised in 2023-24 financial year as the project is still ongoing.

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31 March 2023

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

Expenditure

- 4) Employee costs lower than budget due to the accumulation of savings from vacant funded posts as a result of unforeseen delays in filling these posts during the period under review.
- 5) Depreciation and amortisation not budgeted for as these are non cash items and therefore not considered for the budgeting purposes.
- 6) Repairs and maintenance underspent due to savings from reduced maintenance to the building during the financial year.
- 7) General expenses underspent due to the adjustment of the budget in the second quarter when the CHE received additional funding through approval of the rolled over funds from prior year.

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

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 annual financial statements, are disclosed below.

1.1 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the 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 annual 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 are 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 CHE and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

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 date of acquisition.

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Accounting Policies

1.2 Property, plant and equipment (continued)

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 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.

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.

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Accounting Policies

1.2 Property, plant and equipment (continued)

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 CHE; 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.

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.
- 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.
- 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 are tested for impairment annually 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.

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31 March 2023

Accounting Policies

1.3 Intangible assets (continued)

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	Depreciation method	Average useful life
Computer software	Straight-line	1-16 Years
Internally generated intangible assets	Straight-line	10-20 Years

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.

Cash and cash equivalents are measured at cost.

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.

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Accounting Policies

1.6 Employee benefits (continued)

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 benefit schemes are dealt with as defined contribution plans where the CHE's obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

1.7 Provisions and contingencies

Provisions are recognised when:

- the CHE 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
- 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 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.

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Accounting Policies

1.9 Revenue from non-exchange transactions (continued)

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.

1.10 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would 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.

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Accounting Policies

1.14 Standards of GRAP not yet effective

The following standards were approved but not effective on 31st March 2023.

GRAP 1 Presentation on Financial Statements
GRAP 104 Financial Instruments

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 statements 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 cater for additional cost while servicing the contract.

1.18 Accounting by principals and agents

Identification

An agent is an entity that has been directed by another entity (a principal), through a binding arrangement, to undertake transactions with third parties on behalf of the principal and for the benefit of the principal.

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Accounting Policies

1.18 Accounting by principals and agents (continued)

A principal is an entity that directs another entity (an agent), through a binding arrangement, to undertake transactions with third parties on its behalf and for its own benefit.

A principal-agent arrangement results from a binding arrangement in which one entity (an agent), undertakes transactions with third parties on behalf, and for the benefit of, another entity (the principal).

Recognition

The entity, as a principal, recognises revenue and expenses that arise from transactions with third parties in a principal-agent arrangement in accordance with the requirements of the relevant Standards of GRAP.

The entity, as an agent, recognises only that portion of the revenue and expenses it receives or incurs in executing the transactions on behalf of the principal in accordance with the requirements of the relevant Standards of GRAP.

The entity recognises assets and liabilities arising from principal-agent arrangements in accordance with the requirements of the relevant Standards of GRAP.

1.19 Comparative figures

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand

2. Property, plant and equipment

	2023		2022			
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Land	7 500 000	-	7 500 000	8 300 000	-	8 300 000
Buildings	30 470 070	(11 800 070)	18 670 000	30 456 680	(11 500 580)	18 956 100
Furniture and fixtures	3 619 421	(1 805 992)	1 813 429	2 459 147	(1 731 173)	727 974
Office equipment	7 284 504	(2 444 999)	4 839 505	5 737 476	(2 734 333)	3 003 143
Computer equipment	6 738 853	(2 641 111)	4 097 742	5 331 626	(1 861 219)	3 470 407
Total	55 612 848	(18 692 172)	36 920 676	52 284 930	(17 827 306)	34 457 624

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand

2. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2023

	Opening balance	Additions	Disposals	Revaluations	Other changes, movements	Depreciation	Total
Land	8 300 000	-	-	(800 000)	-	-	7 500 000
Buildings	18 956 100	838 550	(201 615)	(393 655)	-	(529 380)	18 670 000
Furniture and fixtures	727 974	1 188 701	(155)	-	1	(103 092)	1 813 429
Office equipment	3 003 143	2 585 928	(291 364)	-	-	(458 202)	4 839 505
Computer equipment	3 470 407	1 780 160	(185 748)	-	-	(967 077)	4 097 742
	34 457 624	6 393 339	(678 882)	(1 193 655)	1	(2 057 751)	36 920 676

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand

2. Property, plant and equipment (continued)

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

Pledged as security

No assets are pledged as security.

Expenditure relating to repairs and maintenance of the building amounted to R2,326,678:(2022:R1,525,082).

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand	2023	2022
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2. Property, plant and equipment (continued)

Details of property

- Land	7 500 000
- Building	18 670 000
Carrying amount	26 170 000

The 7,580 square meters property is located at 1 Quintin Brand, Persequor Technopark, Tshwane with title deed number T4934/2009. The property was revalued at 31st March 2023 by Mr Gilson Torquato Professional Associated Valuer (8061/9) from Chartered Surveyors and Valuers. The property was revalued using the income capitalised method at the rate of 10.5%. The property is revalued every 3 years as per the CHE policy.

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.

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
Computer equipment	22 993	5 748	(17 245)
Furniture and fittings	31 392	7 848	(23 544)
Office equipment	29 116	7 279	(21 837)
	83 501	20 875	(62 626)

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand

4. Intangible assets

	2023		2022			
	Cost / Valuation	Accumulated amortisation and impairment	Carrying value	Cost / Valuation	Accumulated amortisation and impairment	Carrying value
Internally generated Computer software	4 506 975	(3 513 283)	993 692	4 196 475	(3 205 905)	990 570
	1 587 103	(574 140)	1 012 963	1 632 435	(1 071 497)	560 938
Total	6 094 078	(4 087 423)	2 006 655	5 828 910	(4 277 402)	1 551 508

Reconciliation of intangible assets - 2023

	Opening balance	Additions	Amortisation	Total
Internally generated Computer software	990 570	310 500	(307 378)	993 692
	560 938	587 218	(135 193)	1 012 963
	1 551 508	897 718	(442 571)	2 006 655

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

COUNCIL ON HIGHER EDUCATION

Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand 2023 2022

4. Intangible assets (continued)

Internally generated intangible assets

Internally generated assets relate to the development costs of the Higher Education Quality Committee (HEQC), Higher Education Quality Sub-Framework online systems and the Higher Education Committee Information System (HEQCIS). These 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	446 366	693 234
Additions during the year	2 286 096	611 756
Amounts realised to expenses during the year	(1 274 337)	(858 624)
	<u>1 458 125</u>	<u>446 366</u>

6. Receivables from exchange transactions

Trade debtors	120 294	151 592
Deposits	20 520	1 316 355
Over payment to supplier	13 299	13 299
Other receivables	63 474	-
Staff loans	65 404	11 700
	<u>282 991</u>	<u>1 492 946</u>

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 nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates:

Fair value of trade and other receivables

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 3 months past due are not considered to be impaired. At 31st March 2023 R50,869 - (2022: R 151 592) were past due but not impaired.

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

3 months past due	50 869	151 592
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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:

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Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand	2023	2022
7. Cash and cash equivalents (continued)		
Cash on hand	100	89
Standard Bank: Current Account	2 985 952	3 543 209
Standard Bank: Private Accreditation Receiving Account	722 757	2 182 977
Reserve Bank -CPD	13 979 405	30 360 439
Credit Card	(8 762)	(12 154)
	17 679 452	36 074 560
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 that are neither past due nor impaired 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 7.4% pa. This investment is accessible on a 30-day notice.		
8. Revaluation reserve		
Revaluation surplus relates to property, plant and equipment.		
Opening balance	9 274 514	9 274 514
Movement in the reserve for the year	(1 193 654)	-
	8 080 860	9 274 514
9. Exchange revenue		
Accreditation fees	4 443 174	6 670 373
Conference fees	306 840	-
Interest received - investment	1 618 966	1 245 964
Other income	395 696	85 783
	6 764 676	8 002 120
10. Non exchange revenue		
Operating grants		
Government grant	74 486 000	71 905 667
University of Johannesburg- QAF Project	4 949 993	-
	79 435 993	71 905 667
Conditional grant		
Balance unspent at beginning of year	3 000 000	3 000 000
Current-year receipts	2 239 898	-
Conditions met - transferred to revenue	(4 949 993)	-
	289 905	3 000 000

Phase two of the QAF preparation of the implementation stage continues in the 2023/24 financial year and expenditure related to this project will be funded from the balance on this conditional grant as well as additional funds received from the University of Johannesburg during the year.

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Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand	2023	2022
11. Investment revenue		
Interest revenue		
Interest earned	1 618 966	1 245 964
Interest earned relates to surplus cash reserves deposited in short-term investments with effective interest received of approximately 7.4 %.		
12. Unspent conditional grants and receipts		
Unspent conditional grants and receipts comprises of:		
Unspent conditional grants and receipts		
Unspent grant	289 905	3 000 000
Movement during the year		
Balance at the beginning of the year	3 000 000	1 893 667
Additions during the year	2 239 898	3 000 000
Income recognition during the year	(4 949 993)	(1 893 667)
	289 905	3 000 000
Grant breakdown		
University of Johannesburg	5 239 898	3 000 000

Phase 2 of the implementation preparation of QAF has commenced in the year under review. The main activities in this phase includes developing research-informed and consulted Higher Education Practice Standards to support the implementation, implementing capacity development workshops in the sector to build awareness and developing the design of the QA Dashboards.

The university of Johannesburg continues to fund this project through their university capacity development plan (UCDP) collaborative conditional grant.

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Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand 2023 2022

13. Provisions

Reconciliation of provisions - 2023

	Opening Balance	Additions	Utilised during the year	Total
Leave pay provision	1 960 100	155 081	(123 591)	1 991 590
Performance bonus	1 223 113	1 366 976	(1 223 113)	1 366 976
	3 183 213	1 522 057	(1 346 704)	3 358 566

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

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	6 870 598	3 135 605
Accreditation fees received in advance	3 522 174	2 700 497
Accrued expenses	1 226 563	1 294 309
Accrued bonus	12 810	12 810
	11 632 145	7 143 221

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	37 254 158	32 912 155
Retirement annuity	69 262	771 474
Medical aid - company contributions	720 272	704 076
UIF	225 123	217 296
Other short term costs - Social club	31 240	33 920
Defined contribution plans - Pension Fund	3 809 583	2 848 611
Pension Fund: Administration fees	1 713 157	836 611
Workmans compensation	38 230	36 851
Leave pay provision charge	185 081	320 611
Performance bonus provision	1 366 976	1 223 090
	45 413 082	39 904 695

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Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand	2023	2022 Restated
16. General expenses		
Consultancy services and Subcommittee members	2 681 718	2 282 851
Outsourced services	1 977 309	658 540
Assessment rates and municipal charges	764 608	729 847
Auditors' remuneration -Refer to Note 17	1 187 842	1 149 150
Bank charges	109 766	95 084
Cleaning	582 922	1 019 969
Peer academics	17 043 536	12 042 543
Consumables	83 317	23 220
Interest paid	-	577
Garden services	204 479	146 697
Insurance	248 682	170 843
Conferences and seminars	10 577	13 184
Bursaries	115 020	99 820
IT expenses	8 998 765	4 920 128
Promotional items	417 434	-
Levies	37 461	36 602
Magazines, books and periodicals	23 478	-
Recruitment costs	592 067	923 545
Postage and Courier	18 619	49 640
Printing and stationery	2 549 077	754 831
Diesel costs	285 051	52 000
Security services	425 590	375 743
Employee welfare	354 639	193 518
Subscriptions and Membership fees	84 594	121 659
Telephone, Cellphone and Data costs	964 046	803 530
Training	1 005 615	400 432
Travel	4 824 178	608 491
Electricity	595 153	523 052
Lease rentals on operating lease	158 238	145 052
Honorarium	630 500	200 000
Venue and Catering	1 996 354	445 464
Remuneration of Council and Committee members	2 094 846	2 027 160
Legal fees	493 280	1 378 883
Professional services rendered	266 242	-
	51 825 003	32 392 055

Comparative year reclassification

Expenses relating to diesel costs (R12,000) and Cleaning costs (R79,000) that were disclosed in repairs and maintenance in the comparative year has been reclassified to their respective correct accounts under general expenses for better comparative to the relevant line item in the year under review.

17. Auditors' remuneration

External auditors	845 960	788 279
Internal auditors	341 882	360 871
	1 187 842	1 149 150

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Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand	2023	2022
18. Cash (used in) generated from operations		
(Deficit) surplus	(16 435 633)	4 376 000
Adjustments for:		
Depreciation and amortisation	2 500 322	1 686 762
Loss on disposal of assets	571 217	23 193
Movements in provisions	175 353	(81 902)
Other adjustments	1	-
Changes in working capital:		
Receivables from exchange transactions	1 209 955	(1 280 908)
Prepayments	(1 011 759)	246 868
Payables from exchange transactions	4 488 923	(507 326)
Unspent conditional grants and receipts	(2 710 095)	1 106 333
	(11 211 716)	5 569 020
19. Commitments		
Operating leases- as lessee		
Minimum lease payments due		
• Within one year	158 238	158 238
• In second to fifth year	13 187	171 425
	171 425	329 663
Total capital commitments		
Already contracted for but not provided for	171 425	329 663

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 R171,245 (2022:R329,663).

Other Commitments

The CHE had no capital commitment for the year under review (2022:Nil).

Commitments for goods and services to be rendered to the CHE in the next financial year 2023-24 amounts to R12,917,511. This amount is broken down between Payroll R8,957,306 and Contracts of R3,960,205.

The amount of R12,917,511 will not be used as a base to calculate the request for retention of audited cash surplus as per National Treasury instruction no 6 2017/18 because some amounts such as R3,960,205 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 2023 amount to R15,307,025 (2022:R22,810,141).

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Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand 2023 2022

20. Related parties

Relationships

Department

Public entities under DHET

Controlling entity

DHET

SAQA

University of Johannesburg

University of the Free State

Human Sciences Research Council

Senior Management and Council Members

Refer to note 21

Related party balances:

Transactions included in revenue

DHET

74 486 000

71 905 667

University of Johannesburg

4 949 993

-

The CHE received funding from the University of Johannesburg for the special project called the Quality Assurance Framework (QAF).

Transactions included in expenditure

SAQA

173 600

84 800

University of Johannesburg

401 000

363 043

University of Stellenbosch

-

342 857

University of the Free State

282 709

-

Human Sciences Research Council

1 000 000

-

The CHE contracted SAQA to provide support to the HEQCIS system on behalf of the CHE based on SAQA's experience in running the National Learners Record Database (NLRD).

The CHE contracted the University of Johannesburg to conduct a study of the changing trends including underlying factors in the size and shape of the postgraduate programmes in South Africa.

The CHE contracted the University of the Free State to conduct a study that explores factors related to student performance and success post the covid 19 pandemic.

The CHE entered into an agreement with the Human Sciences Research Council for them to conduct a study that seeks to develop a multi-stakeholder understanding of quality in the South African higher education landscape.

Balances in current liabilities

University of Johannesburg

289 904

3 000 000

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Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand 2023 2022

21. Members of Key Management and Council Emoluments

Executive Management

2023

	Emoluments	Acting allowance	Performance bonus	Total
Chief Executive Officer	2 303 388	-	114 537	2 417 925
Chief Financial Officer	1 831 569	-	73 317	1 904 886
Director: Corporate Services	1 737 908	-	71 900	1 809 808
Director: Monitoring Evaluation and Advice	1 521 946	-	69 968	1 591 914
Director: Accreditation *	116 745	-	-	116 745
Acting Director: Accreditation **	-	148 039	-	148 039
Director: National Reviews and Std Dev	1 737 909	-	74 596	1 812 505
Director: Institutional Audits	1 500 052	33 160	66 615	1 599 827
Directot HEQSF	1 339 666	-	-	1 339 666
	12 089 183	181 199	470 933	12 741 315

* Appointed March 2023

**Acting April 2022 to Feb 2023

2022

	Emoluments	Acting allowance	Performance bonus	Leave pay out	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

Council Members' Remuneration

2023

	Members' fees	Total
For services as Council and Committee members	2 094 846	2 094 846

2022

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

22. Financial instruments disclosure

Categories of financial instruments

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Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand 2023 2022

2023

Financial assets

22. Financial instruments disclosure (continued)

	At cost	Total
Loans to employees	65 404	65 404
Trade and other receivables from exchange transactions	197 067	197 067
Cash and cash equivalents	17 688 214	17 688 214
	<u>17 950 685</u>	<u>17 950 685</u>

Financial liabilities

	At cost	Total
Trade and other payables from exchange transactions	8 109 970	8 109 970
Bank overdraft	8 762	8 762
	<u>8 118 732</u>	<u>8 118 732</u>

2022

Financial assets

	At cost	Total
Loans to employees	11 700	11 700
Trade and other receivables from exchange transactions	164 891	164 891
Cash and cash equivalents	36 086 714	36 086 714
	<u>36 263 305</u>	<u>36 263 305</u>

Financial liabilities

	At cost	Total
Trade and other payables from exchange transactions	4 442 724	4 442 724
Bank overdraft	12 154	12 154
	<u>4 454 878</u>	<u>4 454 878</u>

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 CHE 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	3 708 709	5 726 186
Trade Debtors	120 295	151 606
Reserve Bank of South Africa: Corporation for Public Deposits	13 979 405	30 360 439

Trade Debtors age analysis as at 31 March 2023	Over 90 Days	60 Days	30 Days	Current	Total
	50 869	-	-	69 426	120 295

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

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

Current year additions	20 220	577
Amounts recovered	(17 290)	-
Amounts written-off -condoned	(2 930)	(577)
Closing balance	-	-

The current year additions relates to flights and shuttle services for CHE officials that were never utilised thereby making the CHE suffer financial loss. With the exception of one case of the shuttle service, the rest of the 3 cases involving missed flights, the costs of flights and associated costs were recovered in full from the concerned CHE officials.

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 R2,681,827 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 commitments.

28. 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.

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Audited Annual Financial Statements for the year ended 31st March 2023

Notes to the Annual Financial Statements

Figures in Rand	2023	2022
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28. Going concern (continued)

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 2023, the total assets of the CHE exceeded its liabilities by R43,067,195.

29. 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 R173,600 (2022:R84,800) to carry out this function.

30. BBBEE Status

As at 31st March 2023, the CHE was rated as non-compliant in terms of the Broad Based Black Economic Empowerment (BBBEE) status.

31. Prior period errors

After the finalisation of the 2022 Financial Statements, it was discovered that;

1) The cost of the procurement of a talent management assessment was erroneously duplicated in the financial statements resulting in Recruitment costs under general expenses being overstated in the financial statements by R129,375.

2) An invoice for telephone services rendered for the amount of R13,800 in March 2022 by a service provider was not accounted for in the Financial statements and this resulted in the understatement of telephone costs under general expenses.

The correction of these errors resulted in the net adjustments to the comparative year as follows:

Statement of financial position

Net decrease in Payables from exchange transactions (accruals)	-	(115 575)
Net increase in accumulated surplus	-	115 575

Statement of financial performance

Net decrease in General expenses (recruitment and telephone cost)	-	(115 575)
Net increase in Surplus for the year	-	115 575

Cash flow statement

Cash flow from operating activities

Net decrease in Payments to suppliers	-	(115 575)
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