Annual Report 2017

NQA

Namibia · Qualifications · Authority

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Corporate Statements

1.1 Chairperson's Statement

Martha Mbombo
Chairperson: NQA Council

I am delighted to present an account of the NQA's operations for the fiscal period 2016/17.

I am writing this report on the eve of the end of an era. After serving the Namibian nation as Chairperson of the 6th NQA Council and being accorded the opportunity to add value to the lives of our clients in Namibia and beyond, our tenure has come to an end. It was indeed a privilege to work with a strong and diverse team that was fully committed to guiding the NQA to deliver on its strategic objectives in an open and transparent manner.

As the dawn sets on our tenure, I proudly reflect on some of the highlights and key milestones we have achieved in the last three years. We built on the strong track record set by our predecessors who left a solid legacy that propelled the NQA to new frontiers. At the beginning of our term, we crafted the NQA's strategic plan for the period 2015 – 2020, anchored on four key pillars namely, NQA Growth and Development; Education and Training Quality Assurance Systems Improvement; NQF Development and Implementation; and Relationship Management. With this strategic plan, we are confident that the NQA has constructed a road-map that is very clear, focused and empowers the organization to attain its vision.

The inauguration of the NQA House was an awe-inspiring milestone, not only for us as a Council but the organisation as a whole. It was the realisation of an eight-year dream that brought pride and admiration as the NQA finally had a home of its own and a space that enabled us to provide superior service to our clients.

I remember fondly that one of my first duties as Chairperson was to launch the NQA's new logo in May 2014. With that, started the journey of transformation through which we built a strong and resilient brand in just a short number of years. I applaud the efforts and strides our team has made to position the NQA in the hearts and minds of our people and increasing brand awareness and visibility in all regions of the country. Part of that journey involved improving the execution of our stakeholder communication and I'm proud to say that through improved public engagement, we sparked conversations, created awareness and empowered the public to make informed life-changing decisions about their future.

As we drive the NQA spirit high in Namibia, we are also increasing our footprint internationally. Last year we celebrated the appointment of our CEO, Franz Gertze as the only African to serve on the Board of Directors of the International Network for Quality Assurance Agencies in Higher Education (INQAAHE). This gives Namibia direct access and influence on the advancement of quality assurance in higher education globally.

At the core of our operations is the aspiration to embed a culture of quality in the training and education sector. Firstly by ensuring that our learners study only at quality assured institutions and secondly, tenaciously guarding the integrity of qualifications in Namibia. The launch of the NQA Fraud Hotline was a culmination of our continued efforts to curb qualifications fraud in Namibia and a statement of our resolve to bring to book any person threatening the integrity of our education system. We remain grateful to the Namibian Police that has been a committed partner in this endeavour.

The NQA has always been a customer-focused organisation and thus in tune with their ever-evolving needs and expectations. Consistently, our customers demand service efficacy and a positive experience across all touchpoints and in meeting these demands, we found the best response is always innovation. On that premise, we started the ambitious process of automating the evaluation of qualifications, which upon implementation, will thrust the NQA into the history books as the first organisation on the African continent to automate this process.

Furthermore, the NQA serves as a forum for all matters pertaining to qualifications in Namibia. In executing this mandate, we remain cognisant of the changing operational landscape. We live in an era that demands evidence-based solutions to challenges and where data provides critical analytics that shape national agenda. In 2016, we embarked upon our biggest project yet, developing the National Qualifications Framework Information Management System (NQFIMS) which will essentially be a hub of all data pertaining to qualifications in Namibia. The NQFIMS will not only increase the efficiency of our service, it will also enable the NQA to provide important data to inform the national development plans in the area of skills and training. We look forward to the completion of this project which we are confident will revolutionise information management in the education and training space in Namibia.

While we celebrated many milestones, we also grappled with a myriad of challenges mainly the duplication or roles between agencies and the amendments of regulations. We were able to weather these challenges with the incredible support of our stakeholders. It is our belief that through the power of collaboration, we are able to achieve greater success and impact while building a sustainable and value-generating organisation. On behalf of the Council, I thank them all for their support and collaborative efforts during the last three years.

In conclusion, as we round-off the 6th Council's term of office, on behalf of the 6th NQA Council, I would like to take this opportunity to thank Honourable Dr. Itah Kandjii-Murangi, current Minister of Higher Education, Training and Innovation; and her predecessor Dr David Namwandi, former Minister of Education for their valued guidance and unwavering support throughout our tenure. Gratitude is also extended to the Executive Management and staff of the NQA for their passion towards education and bringing about positive transformation in the sector. They are indeed the deepest roots of the NQA.

Last but not least, to my fellow Council Members, thank you for your dedication and commitment towards making the NQA a reputable quality assurance body in Namibia and abroad. It was a pleasure serving with all of you and tapping into your limitless wisdom.

Ms. Martha Mbombo
Chairperson: NQA Council

1.2 Chief Executive Officer's Statement

Franz Gertze
Chief Executive Officer

At the beginning of the year, we declared 2017 as the year of breaking barriers. I'm profoundly proud to report that while we faced a year of challenging economic conditions, we once again recorded a strong performance due to the dedication of our passionate employees and unwavering support from our stakeholders.

As a forward-looking organisation, we're always on a journey of continuous improvement in our core business areas. This is a deliberate effort aimed at augmenting our impact in the sector while being responsive to changes in the operating landscape and stakeholder expectations. We started the process of amending the NQA Act through the office of the Portfolio Minister. The new law will bring about significant changes in the sector, primarily making accreditation compulsory in Namibia as well as introducing provisional accreditation which will result in greater protection of learners.

In line with our theme of breaking barriers, we continued to leverage on information communication technology by investing in projects such as the National Qualifications Framework Information Management System (NQFIMS) which is due for implementation in 2019. Another key project is the automation of the evaluation of qualifications that will enhance internal efficiency, shorten turnaround times and improve the customer experience.

At the NQA, we are firmly cognizant of the fact that a happy employee is a performing colleague. During the period under review, we took a decision to review our Human Resources Strategy, primarily to ensure that our employees are appreciate and fairly remunerated based on benchmarked market rates. We also continued with interventions aimed at strengthening of our organisational culture, providing opportunities for career development and creating an enabling environment for our employees to thrive and reach their full potential.

Building strong relationships with our stakeholders remains a strategic focus for the NQA. Together with our stakeholders, we can bring about fundamental change in the training and education space. We proactively engaged our stakeholders in continuous dialogue, and the exchange of ideas through platforms such as our Stakeholder Information Sessions. Through this discourse, we obtained a clear picture of the challenges and pain points of our stakeholders and potential solutions to those challenges.

I believe that our five-year strategic plan articulates clear strategic priorities which are geared towards the NQA's growth and sustainable value creation for our stakeholders. To accomplish our objectives, we have set standards for qualifications, developed a framework for articulation to secure learner mobility and protect the integrity of qualifications by continuing to curb qualifications fraud.

We continue to contribute towards the global evolution in quality assurance at key platforms such as the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), an organisation I am honoured to serve as a Director following my appointment in 2016. At regional level, the NQA is actively involved in key projects such as the SADC Qualifications Framework and the championing Namibia's ratification of the 2014 Addis Convention.

I am proud to be surrounded by a team of passionate employees who deliver value to our customers on a daily basis. They are at very heart of our success and I would like to thank them for their hard work and genuine commitment to selflessly serve our clients. Thank you also to the Management team for their resolute focus on driving the delivery of our strategic objectives.

In conclusion, on behalf of the Executive Management Team and staff of the NQA, I would like to extend our appreciation to the outgoing 6th Council under the leadership of Ms Martha Mbombo, for empowering the NQA to perform at its peak. Last but not least, to the Portfolio Minister, Honourable Dr. Itah Kandjii-Murangi, thank you for your support and guidance during the year.

Mr. Franz E. Gertze
Chief Executive Officer

Section 2:
NQA at a Glance

NQA at a Glance

2.1 Organisational Mandate:

The NQA is mandated to exercise and perform its statutory powers, duties and functions in line with the Namibia Qualifications Authority Act (Act 29 of 1996) as outlined under the subsection titled 'The Objects of the NQA' Articles 3(a)-(j):

a. Set up and administer a National Qualifications Framework (NQF);
b. Be a forum for matters pertaining to qualifications;
c. Set up occupational standards for any occupation, job, post or position in any career structure;
d. Set the curriculum standards required for achieving the occupational standards for a given occupation, job, post, position in a career structure;
e. Promote the development of and analyse benchmarks of acceptable performance norms for any occupation, job, post or position;
f. Accredit persons, institutions and organisations providing education and courses of instruction or training as meeting certain requirements as set out in Section 13;
g. Evaluate and recognise competencies learnt outside formal education;
h. Establish facilities for the collection and dissemination of information in connection with matters pertaining to qualifications;
i. Inquire into whether any particular qualification meets the national standards; and
j. Advise any person, body, institution, organisation or interested group on matters pertaining to qualifications and national standards for qualifications.

2.2 Strategic Objectives:

The NQA's current and future strategic objectives are well-defined in the Strategic Plan 2015 – 2020, which essentially provides a roadmap towards achieving its goals. The Strategic Plan outlines four key strategic goals or 'pillars of excellence' for the NQA, namely:

1. **NQA Growth and Development:**
    The effective equipping of the NQA through institution building, human resources management, infrastructure development and management to enable it to work towards the realisation of its mandate.

2. **NQF Development and Implementation:**
    Includes registration and review of qualifications and unit standards.

3. **Relationship Management:**
    Improve and maintain communication and engagement with all stakeholders. Establish MoU's where necessary.

4. **Education and Training Quality Assurance Systems Improvement:**
    These are the mechanisms that include accreditation, re-accreditation and audit that assures the quality of education, training and assessment in Namibia.

2.3 Vision:
Globally reputable qualifications authority empowering people in Namibia.

2.4 Mission:
To sustain a dynamic national framework that assures quality qualifications.

2.5 Values:

Transparency	We are open and accessible to clients, stakeholders and the public, and are committed to providing timely, relevant and accurate information.
Innovation	We strive for continuous improvement and aim to exceed client expectations through implementing innovative ideas.
Integrity	We adhere to the independence and objectivity requirements under which our organisation operates. We are also committed to acting ethically, being honest and inspiring trust by saying what we mean, matching our behaviours to our words and taking responsibility for our actions.
Accountability	We acknowledge and assume responsibility for our actions, decisions and policies.
Excellence	We strive to achieve excellence through continuous innovation and learning.

2.6 Key Strategic Issues

STRATEGIC ISSUES	BY THIS WE MEAN:
Partnerships	• Enhance relationships through MoU's, benchmarking with other quality assurance institutions; • Engage key stakeholders (customers); • Provide and get feedback from partners including government; (in respect of funding and policy support); • Showcase positives (with stakeholders).
Qualifications Integrity	• Security features on qualifications; • Awareness campaigns; • Registration of qualifications on the NQFIMS; • Registration of awards on the NQFIMS; • Development of standards for qualifications; • Review and update of the policy on evaluations.
Legislation	• Establish a committee to review the existing Act and regulations; • NQA, NTA and NCHE to jointly look at the overlapping functions in their respective Acts; • Make provision in the Act for the criminalisation of the production of forged documents.
Information Communication Technology	• Communication and marketing; • Updated website; • Online services; • Automation of business processes; • Data security; • Accessibility of services.
Human Resources	• Skills audit; • Training and development of staff; • Organisational development (capacity building, team building, PMS, delegation framework); • Employer of choice; • HR policies / procedures review/development; • Change management; • Blue print structures.

Section 3:
Corporate Governance

3.1 Executive Management Team

Franz Gertze
Chief Executive Officer

Asnath K. Kaperu
Deputy Chief Executive Officer

Sara Alweendo
Head: Qualifications

Polli Andima
Head: Accreditation, Audit and Assessment

Dennis Van Rooyen
Head: Administration

3.2 Corporate Governance

Regulatory Framework

The NQA is a statutory body which has been established by the Namibia Qualifications Authority Act, Act 29 of 1996, which Act principally regulates its affairs. In addition to the establishing Act, the NQA operates within the confines of further applicable legislation including, among others, the Public Enterprises Governance Act, Act 2 of 2006, as amended, and the Public Enterprises Governance Amendment Act, Act 8 of 2015.

A Council oversees the strategic direction of the NQA and ensures the execution of the company's statutory mandates. As cardinal tenet, the NQA subscribes to the Corporate Governance Code for Namibia (the NamCode) as well as the King IV principles on governance, amongst which are accountability, transparency and integrity. The NQA is furthermore primed to implement the good practice directives as issued from time to time by the Ministry of Public Enterprises.

Governance Structure

NQA Council

The NQA Council is steered by a Chairperson and is at present composed of fifty-three (53) Council Members of whom thirty (30) are substantive members and twenty-three (23) are alternate members.

Total Executive Members: One (1) (NQA's CEO serves ex officio);

Total Non-Executive Members: Fifty-two (52);

The Council is empowered by Section 9 of the NQA Act to establish committees to advise it and assist on matters as it may refer to such committees. The Council may delegate or assign duties to such committees under section 15 of the NQA Act.

The NQA Council is currently served by six (6) technical committees:

1. Executive Committee
2. Human Resources Committee
3. Finance Committee
4. Accreditation, Audit & Assessment Committee
5. Qualifications Committee
6. Tender Committee

Council Roles and Responsibilities

1. Manage the affairs of the NQA (Section 5 (1) of the Act)
2. Determine the policies and procedures of the NQA with regard to its objects;
3. Exercise control generally over the performance of the functions of the NQA, the exercise of its powers and the execution of its duties.

Term of Office

The incumbent Council has been appointed on a three-year term from 01 March 2014 until 28 February 2017. As per section 6(1) of the NQA Act, Council Members are eligible for reappointment after the expiry of their term of service.

Remuneration

Council Members other than public servants, receive sitting allowances as well as retainer fees under Tier 1 classification, and in accordance with the provisions of the gazetted directives, namely, GN 174, Government Gazette No. 4538 /12 August 2010.

Corporate Governance

NQA Council Members for the period 1st March 2014 until 28 February 2017:

NO	NAME OF MEMBER AND ALTERNATE	NAME OF ORGANISATION REPRESENTED
1.	Dr. Alfred van Kent Vacant (Alternate)	Ministry of Higher Education, Training and Innovation Ministry of Higher Education, Training and Innovation
2.	Prof. Lazarus Hangula Dr. Ngepathimo Kadhila (Alternate)	University of Namibia University of Namibia
3.	Prof. Tjama Tjivikua Mr. Corneels Jafta (Alternate)	Namibia University of Science and Technology (NUST) Namibia University of Science and Technology (NUST)
4.	Mr. Franz E Gertze	Namibia Qualifications Authority
5.	Mr. Andries L. Hungamo Mr. Sylvester Mbangu (Alternate)	National Planning Commission National Planning Commission
6.	Mr. Abraham Nehemia (Acting PS) Ms. Johanna F. N. Andowa (Alternate)	Ministry of Agriculture, Water & Forestry Ministry of Agriculture, Water & Forestry
7.	Mr. Mbeuta Ua-Ndjarakana Ms. Tjiuai Kaambo (Alternate)	Ministry of Information and Communication Technology Ministry of Information and Communication Technology
8.	Dr. Moses Maurihungirire Ms. Hilaria Namoloh (Alternate)	Ministry of Fisheries & Marine Resources Ministry of Fisheries & Marine Resources
9.	Vacant Dr. Norbert Forster (Alternate)	Ministry of Health and Social Services Ministry of Health and Social Services
10.	Mr. I.V.K Ndjoze	Ministry of Justice
11.	Mr. Willem Goeiemann (PS)	Ministry of Works and Transport
12.	Mr. Stanley H. Mbura Ms. Hendrina J. Jandrell (Alternate)	Namibia Employers Federation (NEF) Namibia Employers Federation (NEF)
13.	Mr. Basilius G.M. Haingura Ms. Narina Pollmann (Alternate)	National Union of Namibian Workers (NUNW) National Union of Namibian Workers (NUNW)
14.	Ms. Anke H. Halenke Dr. Herbert P. Schneider (Alternate)	Namibia Agricultural Union Namibia Agricultural Union
15.	Mr. Job Amupanda Ms. Taimi Kapelwa (Alternate)	Chambers of Commerce and Industry (NCCI) Chambers of Commerce and Industry (NCCI)
16.	Ms Aina Ipinge Mr. Otto Makemba (Alternate)	Bankers Association of Namibia Institute of Chartered Accountants of Namibia

NO	NAME OF MEMBER AND ALTERNATE	NAME OF ORGANISATION REPRESENTED
17.	Ms. Sophy Partenbach-Fick Mr. Domingos Sachikela (Alternate)	Chamber of Mines of Namibia Chamber of Mines of Namibia
18.	Mr. Larry H Laursen Mr. Ernst Sauber (Alternate)	Federation of Namibian Tourism Associations (FENATA) Federation of Namibian Tourism Associations (FENATA)
19.	Mr. Henry S Line Mr. Stanley Thomas (Alternate)	Namibia Logistics Association Namibia Logistics Association
20	Ms. Pamela Somses Ms. Josephine Lazarus (Alternate)	National Federation of People with Disabilities in Namibia National Federation of People with Disabilities in Namibia
21.	Mr. Vitura Kavari Mr. Maurice T. Likukela (Alternate)	Office of the Prime Minister Office of the Prime Minister
22.	Mr. Alfred Tjihambuma Ms. Pamela /Hoëbes (Alternate)	Public Service Commission Public Service Commission
23.	Ms. Jo-Ann N. Manuel Vacant (Alternate)	Ministry of Sport, Youth and National Service Ministry of Sport, Youth and National Service
24.	Mr. Cavin M. Nyambe Vacant (Alternate)	Ministry of Education Department: National Examinations Ministry of Education Department: ETSIP
25.	Ms. Martha Mbombo (Chairperson)	Ministry of Gender Equality and Child Welfare
26.	Mr. Albius Mwiya Mr. David Iigonda (Alternate)	Ministry of Labour, Industrial Relations and Employment Creation Ministry of Labour, Industrial Relations and Employment Creation
27.	Mr. Lesley Hindjou Mr. Andrew Main (Alternate)	The Namibia Council for Architects and Quantity Surveyors The Namibia Council for Architects and Quantity Surveyors
28.	Prof. F.P.L Kavishe Ms. Sophie Tekie (Alternate)	Engineering Council of Namibia Engineering Council of Namibia
29.	Ms. Melissa Shanjengange Mr. Tim Parkhouse (Alternate)	Namibia Training Authority (NTA) Namibia Training Authority (NTA)
30.	Prof. Sam K. Amoo Vacant	Board for Legal Education Board for Legal Education
31.	Mr. Joseph C. Lewis Mr. Fikkie J. Louw (Alternate)	Namibian Council for Professional Land Surveyors, Technical Surveyors and Survey Technicians Namibian Council for Professional Land Surveyors, Technical Surveyors and Survey Technicians

Corporate Governance

Council Committees and responsibilities

Executive Committee (ExCom) Members:

1. Ms. Martha Mbombo (Chairperson)
2. Mr. Lesley Hindjou
3. Mr. Vitura Kavari
4. Mr. Basilius Haingura
5. Mr. Job Amupanda
6. Mr. Larry Laursen

Roles and responsibilities
The purpose of the Executive Committee is to provide strategic leadership, management, supervision and direction in relation to the carrying out and performance of the NQA's functions.

The ExCom amongst other delegated authority:

a) Monitors compliance with annual and other performance objectives;
b) Identifies, formulates and prioritises strategic issues and charts strategic directions for action by the management and staff;
c) Ensures best practice in risk management, decision-making and quality control systems;
d) In conjunction with the Council and the Secretariat, oversees the management of stakeholder relationships as well as the management of the NQA's reputation;
e) Exercises and executes the authority as assigned and delegated by the Council;

Finance Committee (FinCom) Members:

1. Mr. Lesley Hindjou (Chairperson)
2. Mr. Larry Laursen
3. Mr. Mbeuta Ua-Ndjarakana
4. Mr. David Iigonda

Roles and responsibilities
The FinCom amongst other delegated authority, and in line with the NQA's relevant policies:

a) Oversees the submission of reports to the Council on all the financial activities of the NQA;
b) Reviews and approves the annual financial statements that will be provided to the portfolio Ministry and the Minister of Finance.

c) Reviews, approves and recommends appropriate risk management systems and internal controls;
d) Ensures that the Council fulfils its financial accountability and oversight responsibilities;
e) Responds to auditors reports; make recommendations to Council on audit findings.

Human Resources Committee (HRCom) Members:

1. Mr. Vitura Kavari (Chairperson)
2. Ms. Melissa Shanjengange
3. Ms. Sophy Partenbach-Fick
4. Mr. Stanley H. Mbura
5. Mr. Albius Mwiya

Roles and responsibilities

The HRCom, amongst other delegated authority:

a) Ensures that the NQA has appropriate human resources policies and recommend related policies and procedures regarding human resources;
b) Ensures that the NQA has a sound plan for executive management successions;
c) advises on disciplinary matters, recruitment and selection, union negotiations and relevant legislation;
d) Ensures organizational development through the NQA's annual training needs analysis and advice on the execution of its Training Plan;
e) Ensures and reports on progress of Performance Management;

Accreditation, Audit & Assessment Committee (AAACom) Members:

1. Mr. Basilius Haingura (Chairperson)
2. Ms. Sophie Tekie
3. Mr. Cavin M. Nyambe
4. Ms. Anke Halenke
5. Prof Lazarus Hangula represented by Dr. Ngepathimo Kadhila

Roles and responsibilities
The primary responsibility of the AAACom is to assist the Council in the effective discharge of its responsibilities for accreditation and related matters, and compliance with regulations for accreditation.

The functions of the AAA committee are to:

a) Consider applications for accreditation, re-accreditation and/or expansion of scope of accreditation; make appropriate recommendations in respect of such applications including the imposition of any requisite conditions;
b) Consider matters incidental to the accreditation, re-accreditation and/or expansion of the scope of accreditation without limitation to auditing and assessments functions;
c) Make recommendations to the Council that it may deem appropriate on any area within the ambit of its terms of reference where action or improvement is required.
d) Undertake any other duties as directed by the Council.

Qualifications Committee (QCom) Members:

1. Mr. Job Amupanda (Chairperson)
2. Mr. Alfred Tjihambuma
3. Mr. Albius Mwiya
4. Prof Tjama Tjivikua
5. Mr. Larry Laursen

Roles and responsibilities

The QCom amongst other delegated authority:

a) Considers and makes appropriate recommendations to the Council concerning the applications submitted by applicants for the registration of qualifications, unit standards and unit standard-based qualifications on the National Qualifications Framework (NQF);
b) Considers matters incidental to the registration of qualifications, unit standards and unit standard-based qualifications on the NQF;
c) Considers matters incidental to the evaluations of qualifications and make appropriate recommendations to the Council for a decision;
d) Exercises and executes such further authority as the Council may from time to time expressly assign or delegate to it.

Tender Committee (TenderCom) Members:

1. Mr. Larry Laursen (Chairperson)
2. Mr. Lesley Hindjou
3. Mr. Stanley Hoveka Mbura
4. Mr. Albius Mwiya
5. Mr. Mbeuta Ua-Ndjarakana

3.3 Secretariat

NQA Team building session 2016

The Act in Section 10 (1) states that the Council shall, on the recommendation of a selection committee established by the Council for the purpose of and with the concurrence of the Minister, appoint, on such conditions of employment, privileges and period of office as it may determine, a suitably qualified and experienced person as Director of the NQA, who shall be the Chief Executive Officer, and a suitably qualified and experienced person as Deputy Director of the NQA who shall be the Deputy Chief Executive Officer.

The Office of the Chief Executive Officer is responsible, through effective leadership and governance, for ensuring the aligned development of human, financial and infrastructural resources to support the achievement of the organisational objectives.

The Secretariat facilitates informed decision-making and good governance through the organisation, management and dissemination of high quality information to the Office of the Chief Executive Officer, the NQA Council and its committees.

Figure 1: illustrates the composition of the NQA secretariat, which is composed of four departments, each led by a Head.
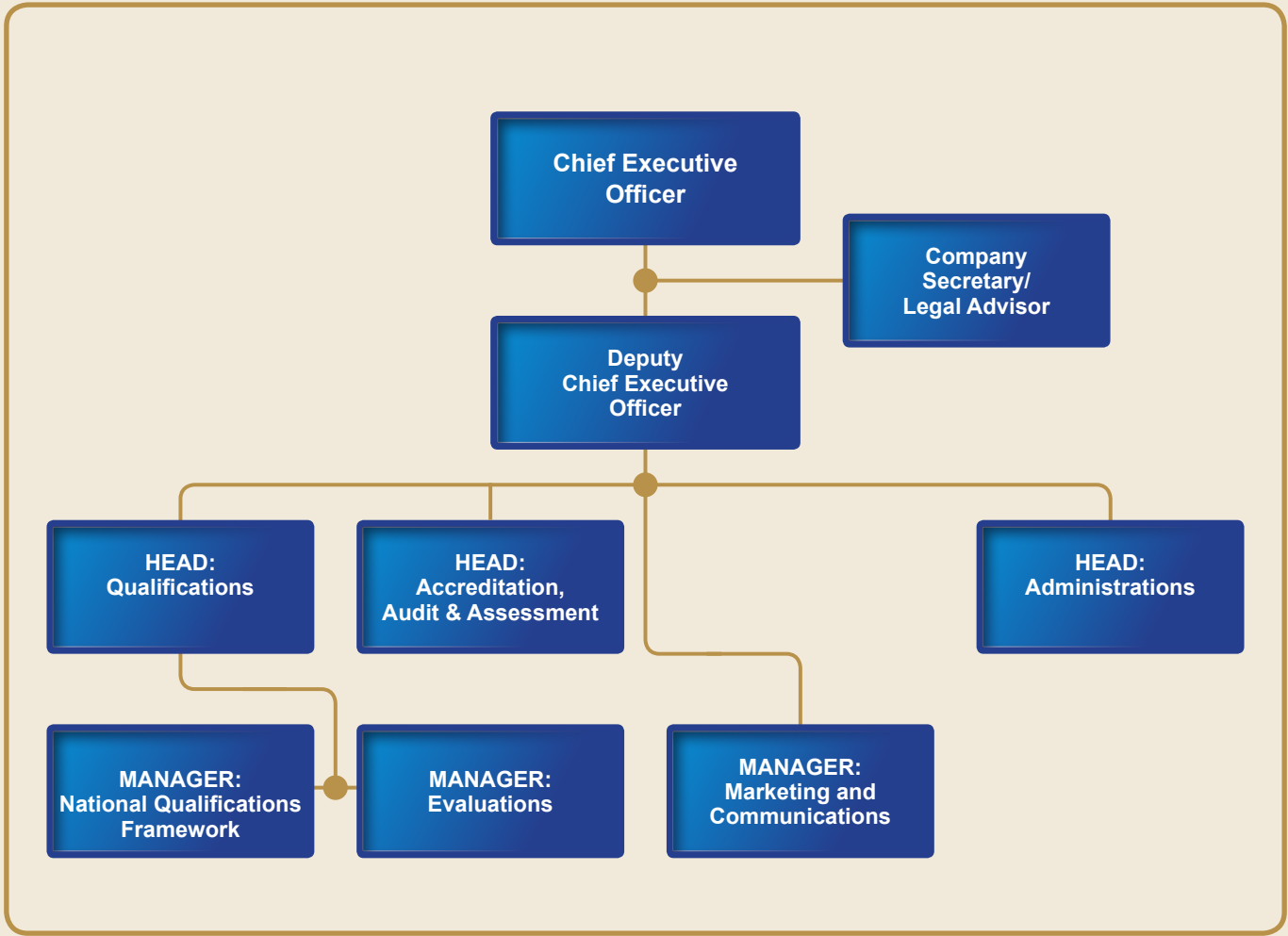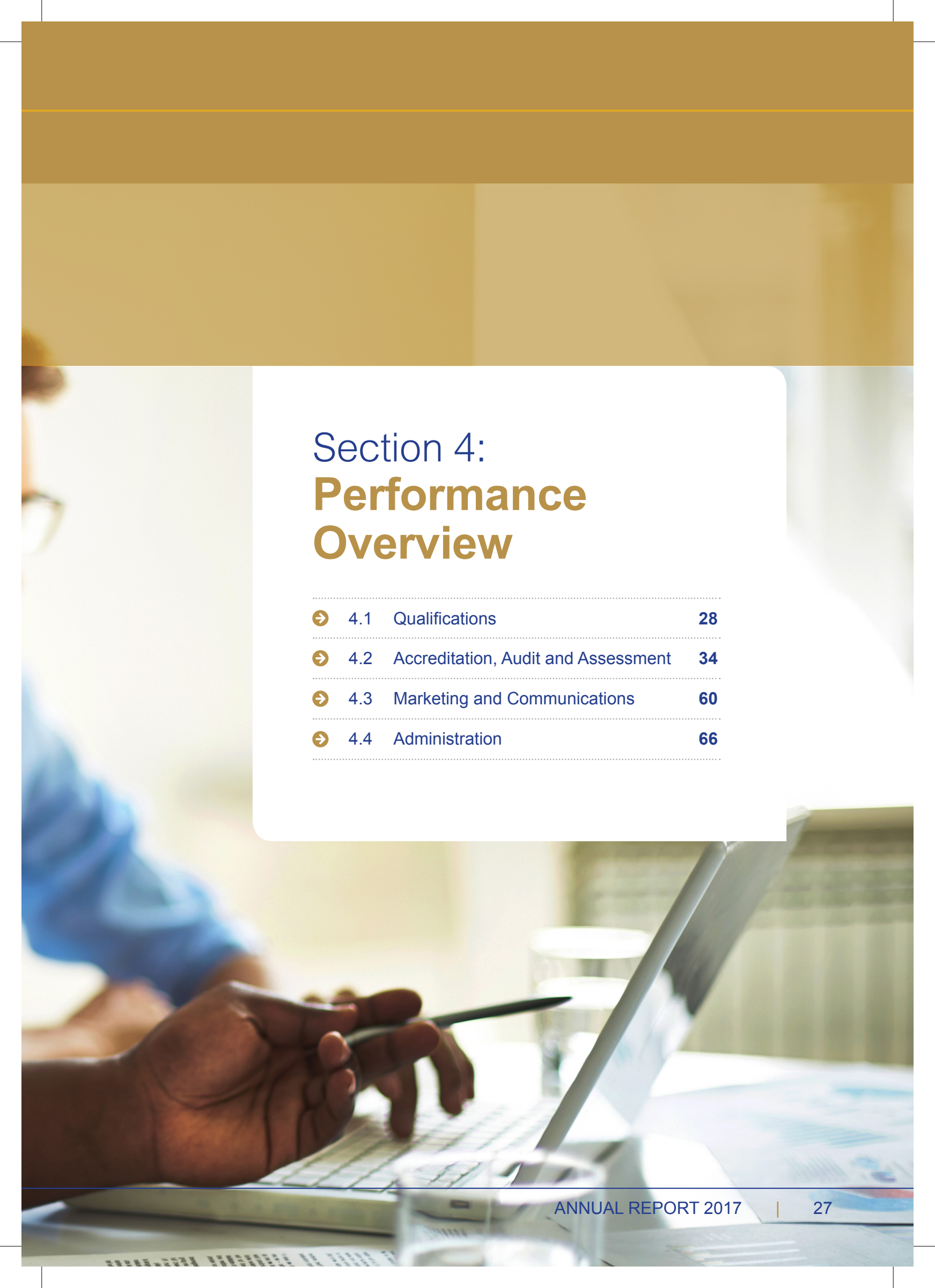
Figure 1: NQA Management Structure

Section 4:
Performance Overview

4.1 Qualifications

Sara Alweendo
Head: Qualifications

The Namibia Qualifications Authority (NQA) is mandated through Act 29 of 1996 'to set up and administer a National Qualifications Frameworks (NQF)' and 'to inquire into whether any qualification meets the national standards', amongst others.

These two functions are carried out by the Qualifications Department, which comprises two sections, namely (i) Evaluations and (ii) The National Qualifications Framework (NQF) Registration. The Evaluations Section is responsible for the recognition of local and foreign qualifications through the process of evaluations as per the Regulations Relating to Evaluations of Qualifications.

The NQF Section is entrusted with the registration of qualifications and unit standards on the NQF in accordance with the NQF Regulations requirements. These regulations specify the standards for each qualification type in Namibia.

4.1.1 NQF Implementation and Administration

The NQF implementation and administration function is concerned with all aspects related to the broad principles of the NQF of which some are highlighted below:

(i) Articulation and Credit Transfer Project

Some of the principles of the NQF are accessibility and integration that ensure facilitation of movement of learners both horizontally and vertically in the framework. This is aimed at preventing learners from being locked into dead-end-programmes. To advance the articulation and credit transfer project, the NQA has established a national Steering Committee comprising of key stakeholders from the education sector representing the following institutions:

- Ministry of Education, Arts and Culture
- University of Namibia (UNAM)
- Namibia University of Science and Technology (NUST)

- International University of Management (IUM)
- Association of Private Higher Education in Namibia (APHEIN)
- Community Skills Development Fund (COSDEF)
- National Council on Higher Education (NCHE)
- Namibia Training Authority (NTA)

The Steering Committee's mandate is to, in consultation with the NQA Secretariat, coordinate and ensure that the drafting of a national policy on Articulation and Credit transfer is realised. The national policy is to guide the implementation and practices of Articulation and Credit transfer in the Namibian Education System from General Education, Vocational Education and Training, Higher Education leading up to the Workplace including the Recognition of Prior Learning (RPL). Therefore, the National Articulation Policy should also be seen as one of the tools for promoting lifelong learning. The National steering committee and the NQA secretariat has come up with terms of reference for the Articulation and credit transfer Policy. The terms of reference will be used as a guiding tool in the formulation and development of the Policy.

The registration of qualifications on the NQF requires wide consultation with the relevant stakeholders and industries for which a particular qualification is being developed. In the case of professional qualifications, the professional bodies are consulted and their endorsement is sought before such qualifications are registered on the NQF.

Consultations between the NQA and professional bodies are ongoing to ensure that qualification standards are set for regulated professions. The NQA Council has approved the professional qualification standards for Engineering, Veterinary and Law fields respectively. The highlight of the exercise is confirmation of the vital role professional bodies' play in the development and registration of professional qualifications. To date, most of the professional bodies, have started on the process of qualification standards and some drafts have been received for review and input to align to the NQF Requirements, by the NQA. The work continues for this project as some professional bodies have more standards that need to be developed. Professional Qualifications Standards should not only be developed but require review to keep it current with trends and requirements of the professions.

The NQA has embarked on developing standards for higher education qualifications in Namibia. The first step is to have a document which can guide the overall process and modalities of such an exercise. A draft discussion paper had been presented and discussed with the stakeholders in February 2017. The inputs received from the stakeholders has been incorporated and the paper is to be presented to the NQA Council for approval. Once approved, the document will guide the standards setting process and the implementation thereof.

(iii) National Qualifications Framework Information Systems (NQFIMS)

The NQFIMS project is progressing well. The tender has been awarded through the South African Qualifications Authority (SAQA) to Praxis Computing, a South African company in October 2016. Consultations and training are ongoing between the Service provider and the NQA in the development of the system of which the piloting process has commenced.

(vi) Registration of Unit Standards and Qualifications on the NQF

The NQA is mandated to set-up and administer the National Qualifications Framework (NQF) for Namibia. The NQF is a national system for organising the qualifications in a way that makes them easy to compare and understand.

Two types of awards are registrable on the NQF namely, **(i)** *a unit standard which means a qualification component that may be formally recognised as an award independently of the award of the qualification and* **(ii)** *a qualification which means any award which represent the attainment, following robust assessment process of a coherent cluster of specified outcomes of learning to prescribed standards of performance.*

The process of unit standards and qualifications development requires wide consultations with the relevant stakeholders and industries aimed at strengthening the link between the world of work and education and training.

Before the qualifications and unit standards are registered on the NQF, they are subjected to rigorous quality assurance processes to ensure that national qualifications standards are complied with as per the NQF Regulations.

The number of unit standards registered on the NQF for the period under review is 242 which is more than the 106 unit standards registered in the previous financial year.

Comparison of Unit Standards Registered on the NQF: 2015/16 and 2016/17
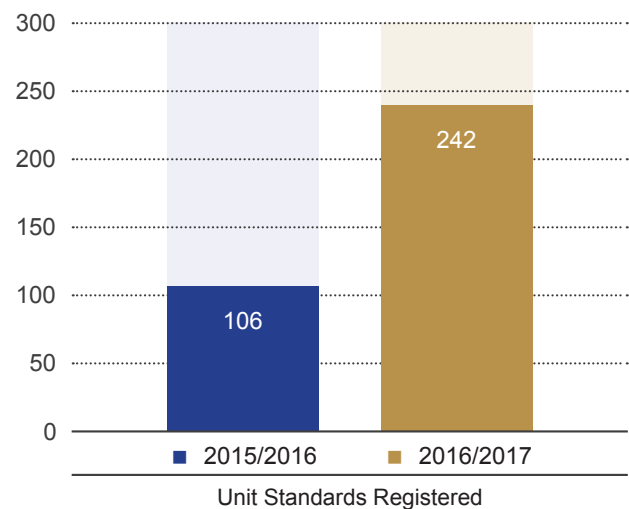

Figure 2: Unit Standards registration: 2015/16 – 2016/17

During the period of reporting, a total of 111 qualifications were registered on the NQF. The data indicates that the number of qualifications registered on the NQF decreased by 58 in comparison with the same period last year during which 169 qualifications were registered. The reason which can be ascribed to this decrease is that the applications received during a specific period of reporting vary from year to year.

Comparison of Qualifications Registered on the NQF: 2015/16 and 2016/17
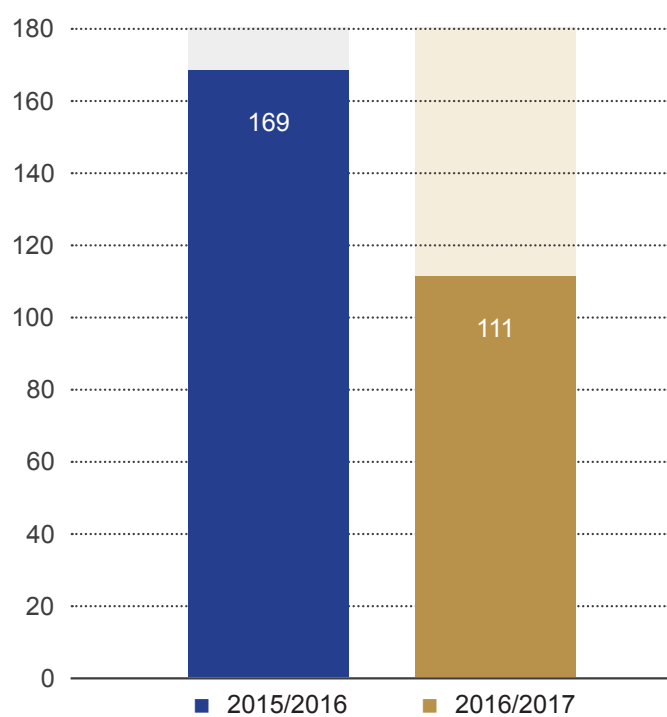
Figure 3: Qualifications registration: 2015/16 – 2016/17

Figure 4: indicates the number of qualifications registered under the various fields of learning for 2016/2017.

Total Qualifications Registered per field: 2016 - 2017
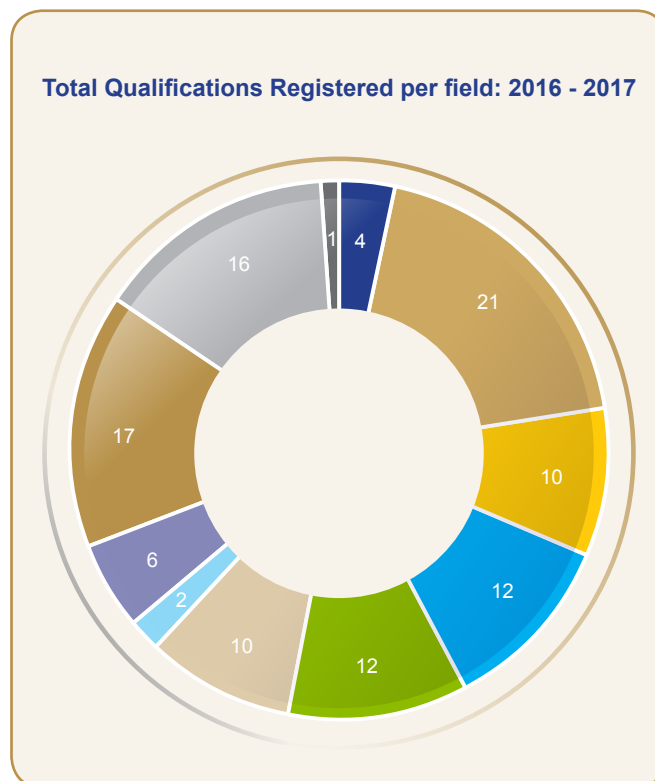
- ■ Agriculture and Nature Conservation
- ■ Business, Commerce and Management Studies
- ■ Communication Studies and Language
- ■ Culture and the Arts
- ■ Education, Training and Development
- ■ Manufacturing, Engineering and Technology
- ■ Human and Social Studies
- ■ Law, Military Science and Security
- ■ Health Sciences and Social Services
- ■ Physical, Mathematical and Computer Sciences
- ■ Physical Planning and Construction

Figure 4: Qualifications registration per field of learning: 2016/2017

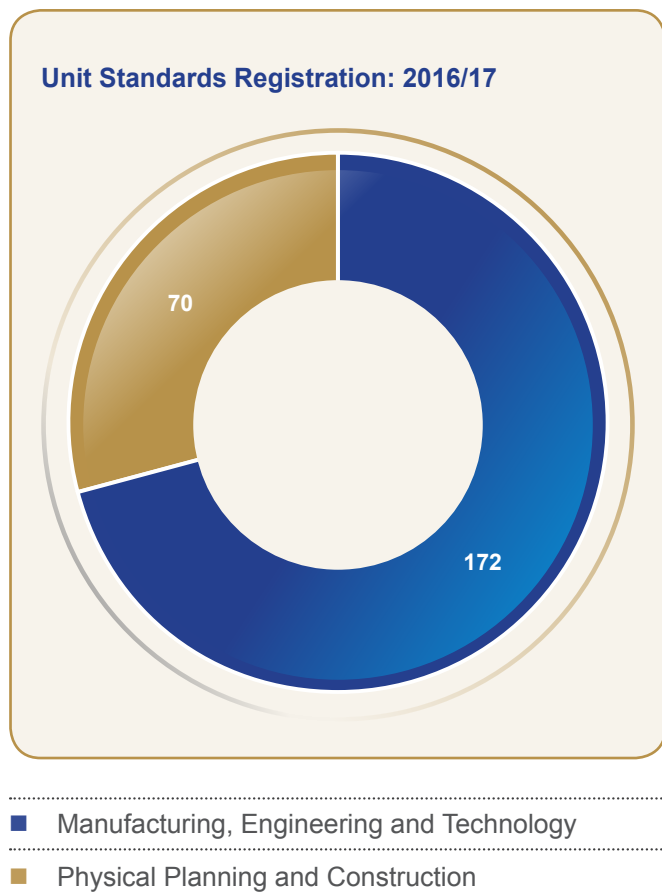Figure 5 indicates the number of unit standards registered under the various fields of learning for 2016/2017.

Unit Standards Registration: 2016/17

- ■ Manufacturing, Engineering and Technology
- ■ Physical Planning and Construction

Figure 5: Unit standards registration per field of learning: 2016/2017

(v) Study Advisory Services

The NQA introduced the study advisory services to advise potential students regarding the quality assurance status of an institution and its qualification in the country of origin. This service empowers prospective learners to make informed decisions regarding their studies by providing them with relevant information regarding the recognition of the programme they wish to study.

This is to ensure that a student does not get an unpleasant surprise after completion of the studies, especially with regard to professional recognition of the qualification. Hence, advice is also given to students about the professional body responsible for regulating the specific profession to which a qualification is linked for the purposes of professional registration, as such qualifications must meet professional standards.

A total of 2512 inquiries were processed during the period under review, compared to a total of 2445 during the previous financial year. Most of the accreditation status inquiries received are in the fields of medicine, law and engineering and are often received from Namibians interested in studying at institutions in various countries around the globe.

4.1.2 Evaluation of Qualifications

The NQA evaluates qualifications to validate their authenticity by ensuring that the issuing bodies are of good standing in the national system where they operate to ensure that qualifications are quality-assured and legitimately issued to the qualification holders by those awarding bodies, higher education institutions or training providers. The evaluation of a qualification assures employers that the qualification has been validated and the complexity of the qualification has been aligned to an appropriate NQF Level of the National Qualification Framework for Namibia.

During the period of reporting, a total of 7023 applications were processed, of which 3612 applications were finalized, while 3411 are still pending due to outstanding documents and verifications. 'Applications processed' means that such applications were aligned against the requirements of the *Regulations Relating to the Evaluations of Qualifications.* Figure 6 indicates statistics of evaluation applications received during 2016/2017.

Evaluation Applications: 2016/2017
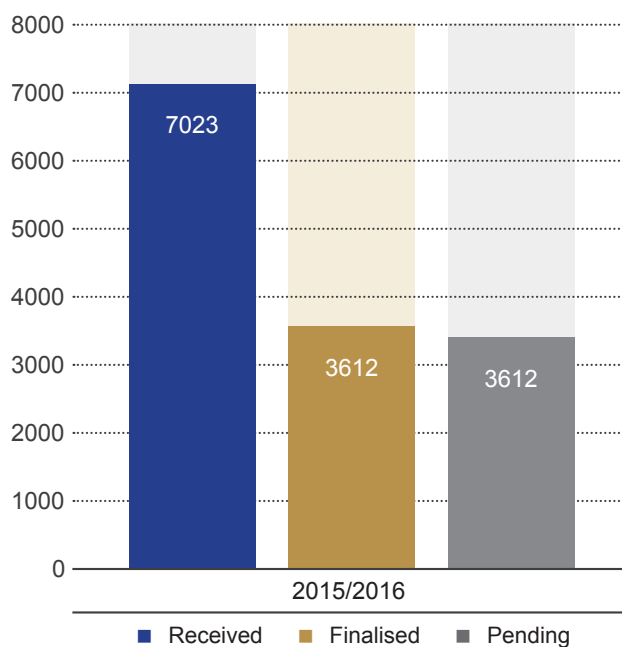
Figure 6: Number of evaluation applications received in 2016/2017

The NQA has decided to change the process of qualifications evaluation from manual to an automated system. The automation of the evaluation process commenced in 2015 with the appointment of New Point Solutions to develop the evaluation automation system. The automation of the evaluation process is aimed at ensuring efficiency in the delivery of customer service. The completion of this project has been delayed as a result of unexpected technical challenges, however the NQA endeavours to conclude it by the end of the 2017/18 fiscal period.

4.2 Accreditation, Audit and Assessment

Polli Andima
Head: Accreditation,
Audit and Assessment

4.2.1 Introduction

The awarding of Accreditation by the NQA Council means that such an institution has met the Standards for Accreditation and is committed to maintaining those Standards and to improving its educational programmes. Continued accreditation is dependent upon an institution demonstrating ongoing progress to improve teaching and learning and the support of teaching and learning.

Accreditation has two fundamental purposes, namely, to assure the quality of the institution and its programmes and to assist in the improvement of the institution and its programmes. In fulfilling this purpose, accreditation provides a valuable service that is beneficial to learners, institutions and the employers.

Learners are those most affected by accreditation, since they are the central focus of the educational process. Accreditation provides an assurance that the educational activities of an accredited institution and its programmes have been found to be satisfactory and therefore meet the needs of learners. Accreditation provides access to financial aid for learners if they attend accredited institutions. Accreditation assists learners with transfer of credits among institutions or admission into graduate programmes, with learner mobility more likely to be successful among accredited institutions as compare to unaccredited institutions.

Institutions benefit from accreditation through the enhancing of the reputation of an accredited institution and its programmes because of public regard for accreditation. Accreditation promotes accountability through ongoing external evaluation of the institution or programme as reflected in the accreditation standards.

To the employers, the values of accreditation give an assurance of external validation of the institution and its programmes, thereby providing opportunities to work more closely with accredited institutions in the design and evaluation of courses.

4.2.2 Applications for Accreditation, Re-accreditation and Expansion

During the reporting period, a total of 41 applications were submitted to the NQA for accreditation, re-accreditation and expansion of scope, compared to the 35 applications that were submitted in the previous financial year. This represents an increase of close to 20 percent. From the 41 applications, 24 were presented to the NQA Council for consideration. It should be noted that this figure includes applications submitted in the previous fiscal period and processed in the financial year under review.

From the 24 applications, 16 were granted accreditation, re-accreditation and expansion of scope with certain conditions, while 8 applications did not receive a positive outcome. Poorly designed curricula, unsatisfactory teaching and learning facilities and inappropriate qualifications of teaching staff were among the most common reasons for institutions and programmes not being granted accreditation during the period under review.

NQA Council Outcome	Number of Institutions
Institutions granted accreditation, re-accreditation and expansion of scope	16
Institutions NOT granted accreditation, re-accreditation and expansion of scope	8
TOTAL	**24**

Table 1: NQA Council Decisions and outcomes for accreditation, re-accreditation and expansion for 2016/2017

Number of applications considered for accreditation, re-accreditation and expansion of scope: 2016/2017

■ Institutions granted accreditation, re-accreditation and expansion of scope

■ Institution not granted accreditation, re-accreditation and expansion of scope
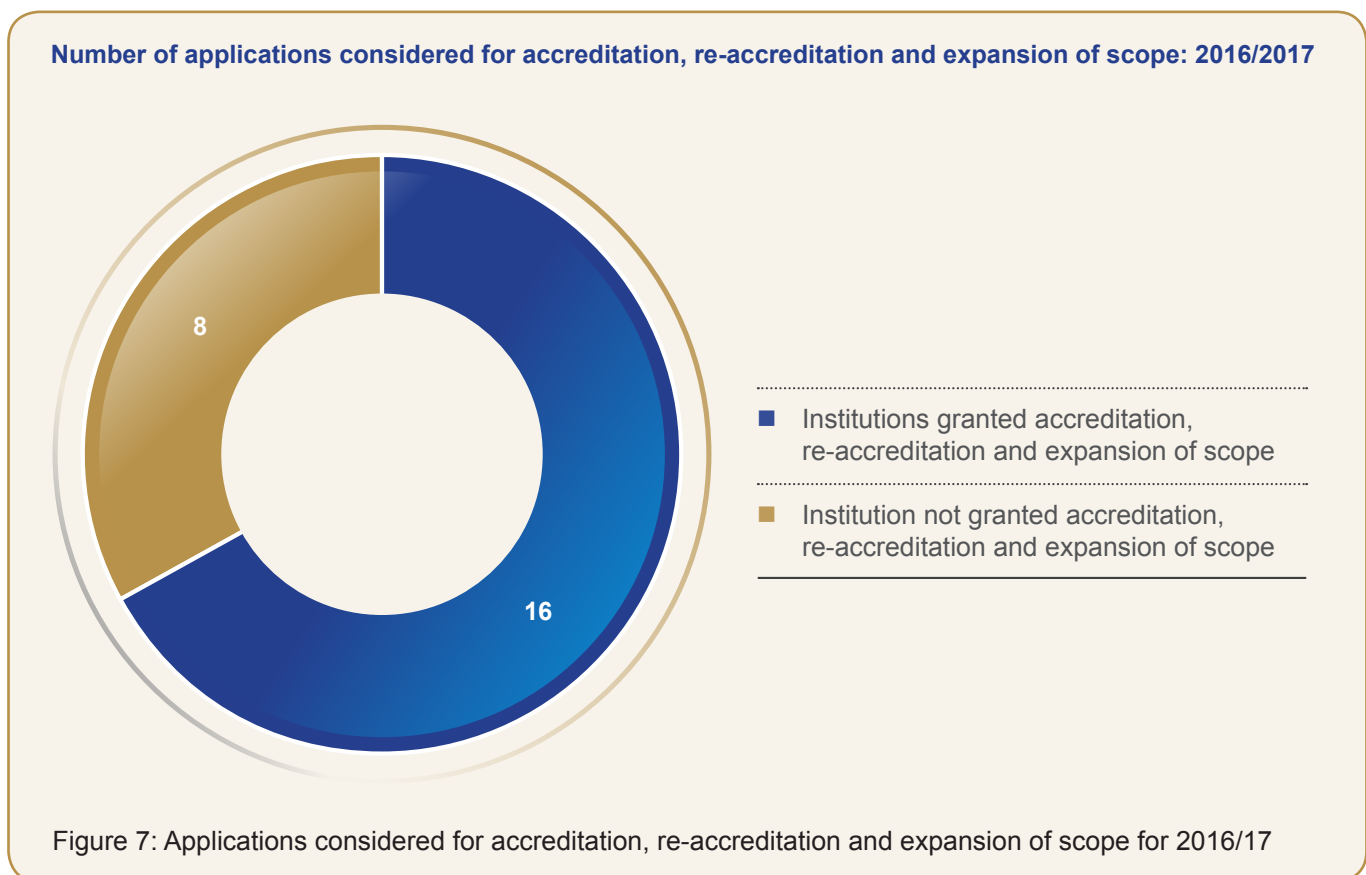
Figure 7: Applications considered for accreditation, re-accreditation and expansion of scope for 2016/17

From the 41 applications submitted for accreditation and expansion of scope, 17 applications were submitted towards the end of the reporting period and are currently still being processed by the NQA secretariat before being presented to the NQA Council for consideration.

NQA Council Outcome	Number of Institutions
Programmes granted accreditation, re-accreditation and expansion of scope	134
Programmes not granted accreditation, re-accreditation and expansion of scope	51
TOTAL	**185**

Table 2: NQA Council decisions and outcomes for accreditation, re-accreditation and expansion for 2016/2017

Number of programmes considered for accreditation, re-accreditation and expansion of scope: 2016/2017

- ■ Programmes granted accreditation, re-accreditation and expansion of scope
- ■ Programmes not granted accreditation, re-accreditation and expansion of scope
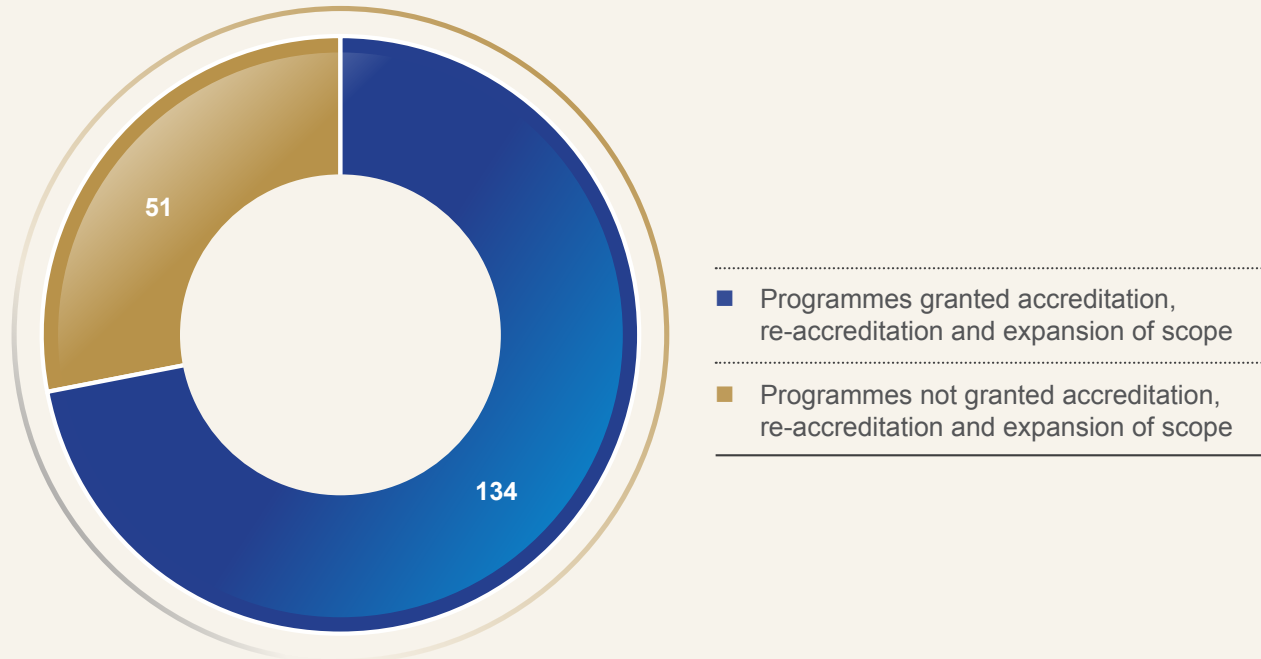
Figure 8: Programmes considered for accreditation, reaccreditation and expansion of scope for 2016/2017

Table 3 shows that the majority of the programmes accredited were in the fields of Physical Planning and Construction. Most of these programmes were for National Vocational Certificates ranging from Level 1 to Level 3. This was followed by Physical, Mathematical and Computer Sciences (17), Business, Commerce and Management Studies (15) and Manufacturing, Engineering and Technology (15), as illustrated in Table 3 below.

Field of Learning	Number of Programmes
Agriculture and Nature Conservation	2
Business, Commerce and Management Studies	15
Communication Studies and Language	0
Culture and the Arts	0
Education, Training and Development	1
Manufacturing, Engineering and Technology	15
Human and Social Studies	9
Law, Military Science and Security	0
Health Sciences and Social Services	5
Physical, Mathematical and Computer Sciences	17
Physical Planning and Construction	18
Services and Life Sciences	9
TOTAL	**91**

Table 3: Number of programmes accredited per field of learning during the reporting period

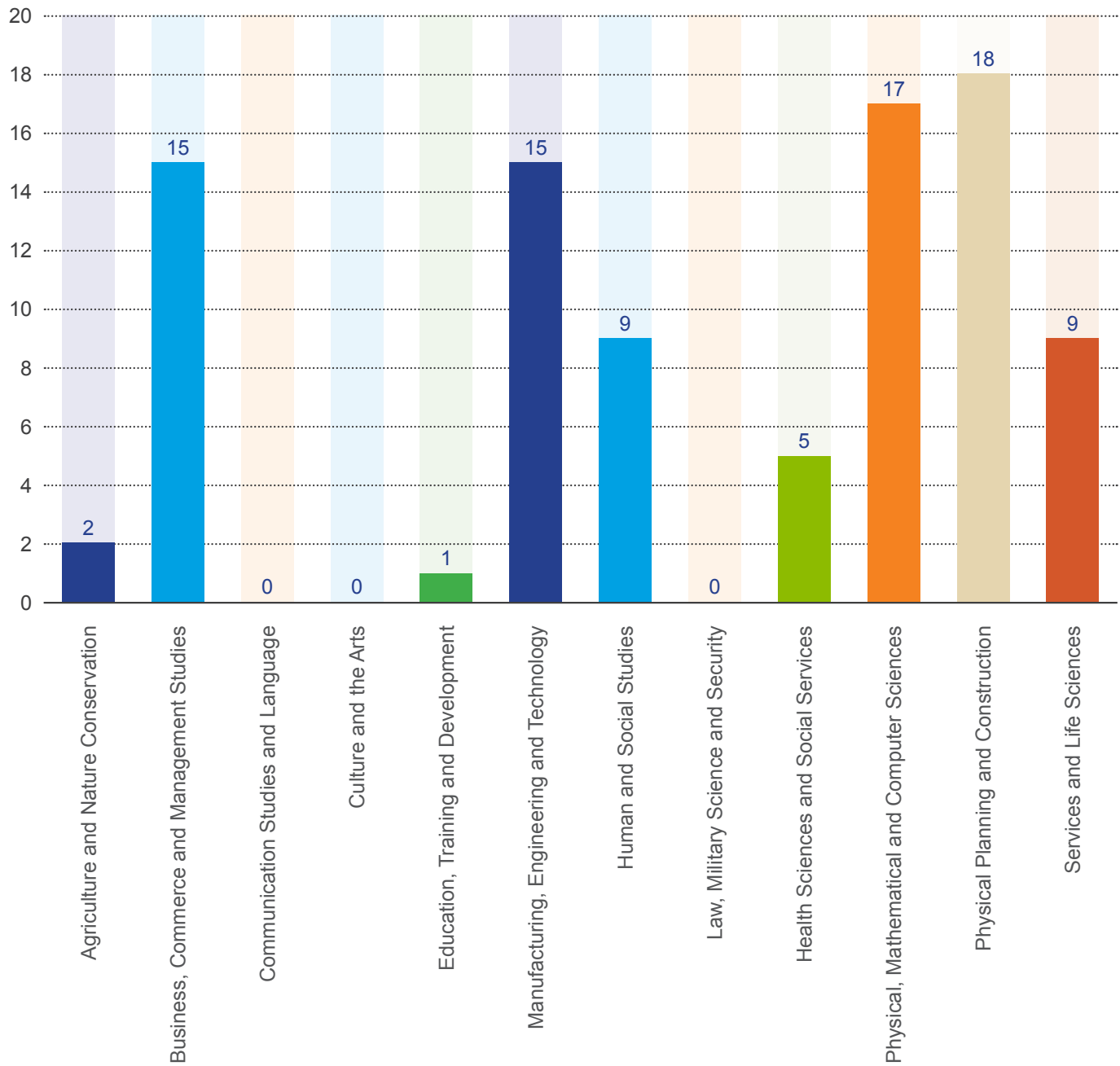**Number of programmes accredited per field of learning: 2016/2017**

Figure 9: Accredited programmes per field of learning in 2016/2017

Accreditation certificate handover

4.2.3 Achievements

4.2.3.1 Audits

In terms of section 13 of the Regulations for the accreditation of persons, institutions or organisations, an audit should be conducted by the NQA then followed by an audit report to be presented to the NQA Council for consideration.

An accredited institution which wishes to be re-accredited shall, not later than at least three months before the expiry of the current accreditation, apply for re-accreditation to the NQA. The application shall include results of any self-evaluation or internal audit activities conducted by the institution itself as outlined in Section 12 of the Regulations.

The audit is preceded by an "internal quality audit" known as a self-evaluation conducted by the accredited institution and is an important part of the quality assurance process to determine whether the accredited institution is achieving its goals and objectives.

In addition, auditing is a critical part of quality assurance which ensures consistent compliance to accreditation requirements by training providers.

The purpose of the audit is to verify the substance of any claims made in the self-evaluation report and to verify the validity and accuracy of any processes used to derive such claims. The audit is also meant to acquire further insight into the institution's operations through first-hand observation and personal interaction.

Following meticulous planning, developing the framework and staff training, the AAA Department conducted and completed its first audit during July 2016. For its maiden audit, the NQA enlisted the assistance of one expert from South Africa and two experts from the Botswana Qualifications Authority.

For the period under review, the following institutions were audited and subsequently re-accredited by the NQA:

- Africa Institutional Management Services (AIMS)
- African Leadership Institute (ALI)
- Centre for Training Projects Development (CTPD)
- Institute of Bankers (IOB)
- Namibia Evangelical Theological Seminary (NETS)
- Rundu Vocational Training Centre (RVTC)
- Tulipohamba Training and Assessment Institute (TTAI)
- Zambezi Vocational Training Centre (ZVTC)

In order to prepare for the 2017 Audits, the NQA hosted an engagement session to share information regarding the auditing process with training providers that were due for re-accreditation during the year.

During the engagement session with 13 training providers who were in attendance, the NQA shared guidelines on how to submit complete applications for re-accreditation. At the same occasion, the training providers were given a platform to raise questions and give their input on how to improve NQA services.

4.2.3.2 Provisional Accreditation
It was found that Accreditation was acting as a barrier to new institutions entering the training and education sector and providing much needed training to people in Namibia. Accreditation, under the current legal framework, requires institutions to be fully operational, whilst at the same time the NQA is advising students not to study at unaccredited institutions.

This situation had raised concerns regarding access to the Namibian training and education landscape by quality providers. Therefore the NQA Council has called for detailed work to be undertaken relating to the granting of an intermediary step towards the granting of Accreditation – work on the processes and requirements that would underpin the granting of Provisional Accreditation to training and education providers.

A consultative meeting was held in February 2017 to discuss matters pertaining to provisional accreditation in Namibia. This engagement was preceded by research studies conducted by Frameworks Africa on commission by the NQA to explore the prospects of introducing provisional accreditation as an initial step towards accreditation in Namibia. The meeting provided an opportunity for stakeholders in the education and training sector to provide input and proposals, in terms of the possibility of introducing provisional accreditation in Namibia.

4.2.4 Challenges

The challenges experienced are related to shortage of staff to process applications for accreditation, re-accreditation and expansion on time. Furthermore, additional staff is needed to do monitoring and compliance of accredited institutions. Another challenge is the scarcity of qualified and experienced Subject Matter Experts (SME's). Coupled with that is the high cost related to conducting site visits and involvement of SME's, in comparison to the fees paid by the applicants. Under the current legal framework, accreditation is optional in Namibia, which places no obligation on training providers to have their institutions and programmes to be quality-assured by the NQA. In order to effectively ensure a high quality of education in Namibia, accreditation should become compulsory.

4.2.5 Namibian institutions accredited by the NQA

As at 31 March 2017, the following institutions were accredited by the Namibia Qualifications Authority.

Nr.	Name of Institution	Scope of Accreditation	NQF Level
1.	**Adonai College**	• National Vocational Certificate in Information Communication Technology (Computing Fundamentals)	• Level 1
		• National Vocational Certificate in Business Services (Office Administration)	• Level 1
		• National Vocational Certificate in Business Services (Office Administration)	• Level 2
		• National Vocational Certificate in Business Services (Office Administration)	• Level 3
2.	**African Hospitality and Tourism Cc**	• National Vocational Certificate in Hospitality and Tourism (Accommodation Services, Food and Beverage Services)	• Level 2
		• National Vocational Certificate in Hospitality and Tourism (Food and Beverage Operations)	• Level 3
		• National Vocational Certificate in Hospitality and Tourism (Core Commercial Cookery Skills)	• Level 3
		• National Vocational Certificate in Hospitality and Tourism (Advanced Commercial Cookery Skills)	• Level 4
3.	**Africa Institutional Management Services (AIMS)**	**Windhoek Site** • National Vocational Certificate in Business Services (Office Administration)	• Level 1
		• National Vocational Certificate in Business Services (Office Administration)	• Level 2
		Arandis Site • National Vocational Certificate in Hospitality and Tourism (Accommodation Services and Food and Beverage Services)	• Level 2
		• National Vocational Certificate in Hospitality and Tourism (Front Office Operations)	• Level 3
		• National Vocational Certificate in Hospitality and Tourism (Food and Beverage Operations)	• Level 3
		• National Vocational Certificate in Hospitality and Tourism (Core Commercial Cookery Skills)	• Level 3
4.	**Africa Leadership Institute (ALI)**	• Certificate in Transformational Leadership	• Level 5
		• Diploma in Transformational Leadership	• Level 6
5.	**Anistemi College and Training Centre**	• National Vocational Certificate in Hospitality (Level 2) (Accommodation Services and Food Beverage Services)	• Level 2

Nr.	Name of Institution	Scope of Accreditation	NQF Level
6.	**Business School of Excellence (BSE)**	• Higher Certificate in Logistics Management (RSA)	
		• National Certificate in Wholesale and Retail Operations	
		• National Certificate in Wholesale and Retail Distribution	
		• National Certificate in Freight Handling	
		• National Certificate in Road Transport	
		• Diploma in Logistics and Supply Management	
		• Bachelor of Business Administration in Logistics and Supply Chain Management	
		Note: Accreditation is conditional on ongoing quality assurance status of the courses in the country of origin.	
7.	**Centre for Training and Projects Development (CTPD)**	**CIM**	
		• CIM Foundation Certificate in Marketing	• Level 3 (CIM)
		• CIM Certificate in Professional Marketing	• Level 4 (CIM)
		• CIM Diploma in Professional Marketing	• Level 6 (CIM)
		CILT	
		• CILT Certificate in Logistics and Transport	• Level 2 (CILT)
		• CILT Certificate in Logistics and Transport	• Level 3 (CILT)
		• CILT Professional Diploma in Logistics and Transport	• Level 5 (CILT)
		CIPS	
		• CIPS Certificate in Procurement and Supply Operations (Level 2)	• Level 2 (CIPS)
		• CIPS Advanced Certificate in Procurement and Supply Operations (Level 3)	• Level 3 (CIPS)
		• CIPS Diploma in Procurement and Supply (Level 4)	• Level 4 (CIPS)
		• CIPS Advanced Diploma in Procurement and Supply (Level 5)	• Level 5 (CIPS)
		BTEC	
		• BTEC Diploma in Construction & the Built Environment (Level 3) (Civil) Engineering	• Level 3 (BTEC)
		• BTEC Diploma in Electrical/Electronic Engineering (Level 3)	• Level 3 (BTEC)
		• BTEC Diploma in Manufacturing Engineering (Level 3)	• Level 3 (BTEC)
		• BTEC Diploma in Mechanical Engineering (Level 3)	• Level 3 (BTEC)
		• BTEC Diploma in Professional Competence for IT & Telecoms Professionals (Level 3)	• Level 3 (BTEC)
		• BTEC Diploma in Computing and Systems Development (Level 4)	• Level 4 (BTEC)
		Note: Accreditation is conditional on ongoing quality assurance status of the courses in the country of origin.	

Nr.	Name of Institution	Scope of Accreditation	NQF Level
8.	College of the Arts (COTA)	• Diploma in Performing Arts	• Level 5
		• Diploma in Fashion Design	• Level 5
		• Diploma in New Media Design	• Level 5
		• Diploma in Visual Arts	• Level 5
		• Diploma in Radio Production	• Level 5
		• Diploma in Television Production	• Level 5
9.	DAPP (Development Aid from People to People) Vocational Training School	DAPP Namibia (Onambelela) • National Vocational Certificate in Business Services (Office Administration)	• Level 1
		• National Vocational Certificate in Business Services (Office Administration)	• Level 2
		• National Vocational Certificate in General Construction (Bricklaying and Plastering)	• Level 1
		• National Vocational Certificate in General Construction (Bricklaying and Plastering)	• Level 2
		• National Vocational Certificate in Business Services (Office Administration)	• Level 3
		• National Vocational Certificate in Agriculture Crop Production and Horticulture	• Level 2
		• National Vocational Certificate in Agriculture Crop Production and Horticulture	• Level 3
		• National Vocational Certificate in General Construction (Bricklaying and Plastering)	• Level 3
		• Diploma in Early Childhood Development (ECD) Teaching	• Level 5
10.	Eenhana Vocational Training Centre	• National Vocational Certificate in General Construction (Bricklaying and Plastering)	• Levels 1 – 3
		• National Vocational Certificate in Business Services (Office Administration)	• Levels 1 – 3
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Levels 1 – 3
		• National Vocational Certificate in General Construction (Plumbing and Welding)	• Levels 1 – 3
		• National Vocational Certificate in Metal Fabrication (Boiler making)	• Levels 1 – 3

Nr.	Name of Institution	Scope of Accreditation	NQF Level
11.	**Frameworks Africa Consultancy CC**	**NQA Unit Standard Based awards**	
		• Assess candidates against unit standards	• Level 4
		• Assess candidates against performance standards	• Level 4
		• Moderate standard-based assessment	• Level 5
		• Moderate examination-based assessment and associated continuous assessment components	• Level 5
		• Write unit standards for registration on the NQF	• Level 5
		• Undertake analysis to derive information for the development of unit standards	• Level 6
		• Evaluate compliance of unit standards with quality criteria	• Level 5
		• Evaluate compliance of qualifications with quality criteria	• Level 5
		• Design formative assessment tasks based on the requirements of unit standards	• Level 4
		• Design summative assessments based on unit standards	• Level 5
		• Document qualification structures and requirements of NQF registration	• Level 5
		• Conduct moderation of competency-based assessments within the vocational education and training environment	• Level 6
12.	**Headstart Mercy Montessori Teachers Training College**	• Montessori Early Childhood Development/ Pre-primary Teaching Diploma	• Level 5
		• Montessori Primary Teaching Diploma	• Level 6
		• Montessori Early Childhood Development Pre-Primary Teaching Diploma	• Level 6
13.	**Institute of Bankers Namibia (IOB)**	• Certificate in Banking, Finances and Credit	• Level 5
		• Diploma in Banking, Finances and Credit	• Level 6
		• Advanced Diploma in Banking, Finances and Credit	• Level 7

Nr.	Name of Institution	Scope of Accreditation	NQF Level
14.	**Institute of Information Technology (IIT)**	**Windhoek Site**	
		• Certificate in Hardware and Software Technology	• Level 3
		• Certificate in Network Support Technology	• Level 4
		• Certificate in Hardware and Network Support Technology	• Level 4
		• Certificate in Information Communication Technology	• Level 3
		• Certificate in Advanced Information Communication Technology	• Level 4
		• Certificate in Professional Office Computing	• Level 3
		• Diploma in IT Server Administration	• Level 6
		• Diploma in PC Engineering	• Level 6
		• Diploma in Marketing and Business Management	• Level 6
		Swakopmund Site	
		• Certificate in Hardware and Software Technology	• Level 3
		• Certificate in Network Support Technology	• Level 4
		• Certificate in Hardware and Network Support Technology	• Level 4
		• Certificate in Information Communication Technology	• Level 3
		• Certificate in Advanced Information Communication Technology	• Level 4
		• Certificate in Professional Office Computing	• Level 3
15.	**Institute for Open Learning (IOL)**	• International Computer Driving Licence (ICDL) – Not Namibian Qualification	
		ICB	
		• National Certificate Bookkeeping	• Level 3 (ICB)
		• Further Education and Training Certificate in Bookkeeping	• Level 4 (ICB)
		• Diploma in Technical Financial Accounting	• Level 5 (ICB)
		• Certificate in Office Administration	• Level 4 (ICB)
		• Higher Certificate in Office Administration)	• Level 5 (ICB)
		• Diploma in Office Administration	• Level 6 (ICB)
		Note: Accreditation is conditional on ongoing quality assurance status of the courses in the country of origin.	
		International University of Management (IUM)	
		• Certificate of Administration in Business Administration	• Level 5
		• Certificate of Administration in Business Information Systems	• Level 5
		• Certificate of Administration in Finance Management	• Level 5
		• Certificate of Administration in HIV/AIDS Management	• Level 5
		• Certificate of Administration in Human Resource Development and Management	• Level 5

Nr.	Name of Institution	Scope of Accreditation	NQF Level
15.	**Institute for Open Learning (IOL)** (continued)	**International University of Management (IUM)** (continued)	
		• Certificate of Administration in Marketing Management	• Level 5
		• Certificate of Administration in Small Business Management	• Level 5
		• Certificate of Administration in Travel, Tourism and Hospitality	• Level 5
		• Higher Certificate in Business Administration	• Level 6
		• Higher Certificate in Business Information Systems	• Level 6
		• Higher Certificate in Finance Management	• Level 6
		• Higher Certificate in HIV/AIDS Management	• Level 6
		• Higher Certificate in Human Resource Development and Management	• Level 6
		• Higher Certificate in Marketing Management	• Level 6
		• Higher Certificate in Small Business Management	• Level 6
		• Higher Certificate in Travel, Tourism and Hospitality	• Level 6
		• Higher Diploma in Business Administration	• Level 7
		• Higher Diploma in Business Information Systems	• Level 7
		• Higher Diploma in Finance Management	• Level 7
		• Higher Diploma in HIV/AIDS Management	• Level 7
		• Higher Diploma in Human Resource Development and Management	• Level 7
		• Higher Diploma in Marketing Management	• Level 7
		• Higher Diploma in Small Business Management	• Level 7
		• Higher Diploma in Travel, Tourism and Hospitality	• Level 7
		• Bachelor Honours Degree in Business Administration	• Level 8
		• Bachelor Honours Degree in Business Information Systems	• Level 8
		• Bachelor Honours Degree in Finance Management	• Level 8
		• Bachelor Honours Degree in HIV/AIDS Management	• Level 8
		• Bachelor Honours Degree in Human Resource Development and Management	• Level 8
		• Bachelor Honours Degree in Marketing Management	• Level 8
		• Bachelor Honours Degree in Small Business Management	• Level 8
		• Bachelor Honours Degree in Travel, Tourism Hospitality	• Level 8
		IOL	
		• Diploma in Pre-Primary Education	• Level 7
		• Advanced Certificate in Senior Primary Education	• Level 7
		• Bachelor of Education in Senior Primary Education	• Level 8
		• Certificate in Policing	• Level 5
		• Bachelor of Education Honours	• Level 8
		• Advanced Certificate in Secondary Education (ACSE)	• Level 7
		• Diploma in Junior Primary Education	• Level 7
		• Diploma in Secondary Education	• Level 7
		• Diploma in Policing	• Level 6

Nr.	Name of Institution	Scope of Accreditation	NQF Level
16.	**International Training College – Lingua (ITCL)**	• Certificate in Accounting & Finance	• Level 4
		• Diploma in Accounting & Finance	• Level 6
		• Diploma in Accounting & Finance	• Level 7
		• Certificate in Travel & Tourism	• Level 4
		• Diploma in Travel & Tourism	• Level 5
		• Diploma in Travel & Tourism	• Level 6
		• Certificate in Information Technology	• Level 4
		• Diploma in Information Technology	• Level 6
		• Diploma in Information Technology	• Level 7
		• Certificate in Business Administration	• Level 4
		• Diploma in Business Administration	• Level 5
		• Diploma in Business Administration	• Level 6
		• Certificate in Human Resource Management	• Level 4
		• Diploma in Human Resource Management	• Level 6
		• Diploma in Human Resource Management	• Level 7
		• Certificate in Office Administration	• Level 4
		• Diploma in Office Administration	• Level 5
		• Diploma in Office Administration	• Level 6
17.	**International University of Management (IUM)**	**Dorado Park, Ongwediva, Swakopmund and Walvis Bay Campuses**	
		• Certificate of Administration in Business Administration	• Level 5
		• Certificate of Administration in Business Information Systems	• Level 5
		• Certificate of Administration in Finance Management	• Level 5
		• Certificate of Administration in HIV/AIDS Management	• Level 5
		• Certificate of Administration in Human Resource Development and Management	• Level 5
		• Certificate of Administration in Marketing Management	• Level 5
		• Certificate of Administration in Small Business Management	• Level 5
		• Certificate of Administration in Travel, Tourism and Hospitality	• Level 5
		• Higher Certificate in Business Administration	• Level 6
		• Higher Certificate in Business Information Systems	• Level 6
		• Higher Certificate in Finance Management	• Level 6
		• Higher Certificate in HIV/AIDS Management	• Level 6
		• Higher Certificate in Human Resource Development and Management	• Level 6
		• Higher Certificate in Marketing Management	• Level 6
		• Higher Certificate in Small Business Management	• Level 6
		• Higher Certificate in Travel, Tourism and Hospitality	• Level 6
		• Higher Diploma in Business Administration	• Level 7
		• Higher Diploma in Business Information Systems	• Level 7
		• Higher Diploma in Finance Management	• Level 7
		• Higher Diploma in HIV/AIDS Management	• Level 7
		• Higher Diploma in Human Resource Development and Management	• Level 7

Nr.	Name of Institution	Scope of Accreditation	NQF Level
17.	**International University of Management (IUM)** (continued)	**Dorado Park, Ongwediva, Swakopmund and Walvis Bay Campuses**	
		• Higher Diploma in Marketing Management	• Level 7
		• Higher Diploma in Small Business Management	• Level 7
		• Higher Diploma in Travel, Tourism and Hospitality	• Level 7
		• Bachelor Honours Degree in Business Administration	• Level 7
		• Bachelor Honours Degree in Business Information Systems	• Level 8
		• Bachelor Honours Degree in Finance Management	• Level 8
		• Bachelor Honours Degree in Human Resource Development and Management	• Level 8
		• Bachelor Honours Degree in Marketing Management	• Level 8
		• Bachelor Honours Degree in Small Business Management	• Level 8
		• Bachelor Honours Degree in Travel, Tourism and Hospitality	• Level 8
		Dorado Park Campus	
		• Bachelor Honours Degree in HIV/AIDS Management	• Level 8
		• Bachelor of Education – Educational Leadership, Management and Policy Honours	• Level 8
		• Bachelor in Nursing Honours	• Level 8
		• Bachelor in Digital Communication Technology Honours	• Level 8
		• Master in HIV/AIDS Management	• Level 9
		• Master of Business Administration	• Level 9
		Nkurenkuru	
		• Certificate of Administration in Business Administration	• Level 5
		• Certificate of Administration in Business Information Systems	• Level 5
		• Certificate of Administration in Finance Management	• Level 5
		• Certificate of Administration in Human Resource Development and Management	• Level 5
18.	**Kambaku Lodge and Safaris CC**	• National Vocational Certificate in Hospitality and Tourism (Accommodation Services and Food and Beverage Services)	• Level 2
19.	**Katutura Community College (KCC)**	• National Vocational Certificate in Business Services (Office Administration)	• Level 1
		• National Vocational Certificate in Business Services (Office Administration)	• Level 2
		• National Vocational Certificate in Business Services (Office Administration)	• Level 3
		• National Vocational Certificate in Office Information Communication and Technology (ICT)	• Level 1

Nr.	Name of Institution	Scope of Accreditation	NQF Level
20.	**Katutura Youth Enterprise Centre (KAYEC)**	• National Vocational Certificate in General Construction (Bricklaying)	• Level 1
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 1
		• National Vocational Certificate in Metal Fabrication	• Level 1
		• National Vocational Certificate in General Construction (Plumbing)	• Level 1
		• National Vocational Certificate in Automotive Engineering (Automotive Mechanics)	• Level 1
21.	**Labour Resource and Research Institute (LaRRI)**	• Certificate in Labour Studies	• Level 4
22.	**Monitronic Success College**	**Otjiwarongo Campus**	
		• Diploma in Travel, Tourism and Hospitality Management	• Level 5
		• Diploma in Travel, Tourism and Hospitality Management	• Level 6
		Windhoek Campus	
		• Diploma in Business Management	• Level 5
		• Diploma in Business Management	• Level 6
		• Diploma in Accounting and Finance Management	• Level 5
		• Diploma in Accounting and Finance Management	• Level 6
		• Diploma in Information Technology	• Level 5
		• Diploma in Information Technology	• Level 6
		• Certificate in Electrical and Electronic Technology	• Level 4
		• Diploma in Electrical and Electronic Engineering	• Level 5
		• Certificate in Telecommunication Engineering	• Level 4
		• Diploma in Telecommunication Engineering	• Level 5
		Walvis Bay Campus	
		• Diploma in Human Resources Management	• Level 5
		• Diploma in Human Resources Management	• Level 6
		• Certificate in Electrical Installation	• Level 4
		• Diploma in Electrical Installation	• Level 5
		Ondangwa Campus	
		• Diploma in Information Technology	• Level 5
		• Diploma in Information Technology	• Level 6
		• Diploma in Accounting and Finance Management	• Level 5
		• Diploma in Accounting and Finance Management	• Level 6

Nr.	Name of Institution	Scope of Accreditation	NQF Level
23.	**Namibia Construction Skills Academy (NCSA)**	**Courses leading to the following Unit Standards in Road Construction and Maintenance as listed in:** South African Qualifications Authority: www.saqa.org.za • SAQA Unit Standard Based awards • NQA Unit Standard Based awards	
24.	**Namibia Evangelical Theological Seminary (NETS)**	• Diploma in Christian Ministry	• Level 5
		• Diploma in Theology	• Level 6
		• Bachelor of Theology	• Level 7
		• Certificate in Theology	• Level 4
		• Certificate in Applied Christian Ministry	• Level 4
		• Certificate in Christian Ministry	• Level 3
		• Bachelor of Theology Honours	• Level 8
25.	**Namibian Academy for Tourism and Hospitality (NATH)**	• National Vocational Certificate in Hospitality and Tourism (Tour Guiding)	• Level 3
26.	**Namibia College of Open Learning (NAMCOL)**	**Windhoek Campus**	
		• Certificate in Early Childhood Development	• Level 5
		• Certificate in English Communication	• Level 3
		• Certificate in Local Government Studies	• Level 4
		• Certificate in Education for Development	• Level 4
		• Diploma in Education for Development	• Level 6
		• Diploma in Early Childhood and Pre-Primary Education	• Level 7
		• Commonwealth Diploma in Youth Development Work	• Level 6
		• National Certificate in Business Services (Office Administration)	• Level 1
		• National Certificate in Business Services (Office Administration)	• Level 2
		• National Certificate in Business Services (Office Administration)	• Level 3
		• National Certificate in General Construction (Plumbing and Pipe Fitting)	• Level 1
		• National Certificate in General Construction (Plumbing and Pipe Fitting)	• Level 2
		• National Certificate in General Construction (Plumbing and Pipe Fitting)	• Level 3
		• National Certificate in Welding and Metal Fabrication	• Level 1
		• National Certificate in Welding and Metal Fabrication	• Level 2
		• National Certificate in Welding and Metal Fabrication	• Level 3
		• National Certificate in Automotive Engineering (Auto Mechanics)	• Level 1
		• National Certificate in Automotive Engineering (Auto Mechanics)	• Level 2
		• National Certificate in Automotive Engineering (Auto Mechanics)	• Level 3

Nr.	Name of Institution	Scope of Accreditation	NQF Level
26.	**Namibia College of Open Learning (NAMCOL)** (continued)	**Otjiwarongo Campus**	
		• National Certificate in Business Services (Office Administration)	• Level 1
		• National Certificate in Business Services (Office Administration)	• Level 2
		• National Certificate in Business Services (Office Administration)	• Level 3
		Ongwediva Campus	
		• National Certificate in Business Services (Office Administration)	• Level 1
		• National Certificate in Business Services (Office Administration)	• Level 2
		• National Certificate in Business Services (Office Administration)	• Level 3
27.	**Namibian Institute of Mining and Technology (NIMT)**	**NIMT Engineering Trade Campus (NET) Arandis:**	
		• National Technical Certificate: Electrician	
		• National Technical Certificate: Diesel/Petrol Mechanic	
		• National Technical Certificate: Boiler Maker	
		• National Technical Certificate: Fitter and Turner	
		• National Technical Certificate: Instrument Mechanic	
		• National Technical Certificate: Refrigeration and Air-conditioning	
		NIMT Building and Civil Trades Campus (NBCT) Arandis:	
		• National Technical Certificate: Bricklaying/ Plastering	
		• National Technical Certificate: Carpentry/ Joinery	
		• National Technical Certificate: Clothing Production	
		• National Technical Certificate: Plumbing/ Sheeting Metal Works	
		NIMT Northern Campus (NNC) Tsumeb:	
		• National Technical Certificate: Fitter and Turner	
		• National Technical Certificate: Autotronics	
		• National Technical Certificate: Boiler Maker	
		• National Technical Certificate: Electrician	
		• National Technical Certificate: Millwright (Electrical)	
		• National Technical Certificate: Diesel/ Petrol Mechanic	
		NIMT Southern Campus (NSC) Keetmanshoop:	
		• National Technical Certificate: Boiler Maker	
		• National Technical Certificate: Bricklaying/Plastering	
		• National Technical Certificate: Diesel/Petrol Mechanic	
		• National Technical Certificate: Electrician	
		• National Technical Certificate: Fitter and Turner	

Nr.	Name of Institution	Scope of Accreditation	NQF Level
28.	Namibian Maritime and Fisheries Institute (NAMFI)	• Deck Officer Class 6	
		• Deck Officer Class 5	
		• Deck Officer Class 4	
		• Fisheries Inspector and Observers Course	
		• Marine Engineering Officer Class 6	
		• Marine Engineering Officer Class 5	
		• Marine Engineering Officer Class 4	
29.	NamWater Human Resource Development Centre (HRDC)	• National Vocational Certificate in Business Services (Office Administration)	• Level 1
		• National Vocational Certificate in Business Services (Office Administration)	• Level 2
		• National Vocational Certificate in Business Services (Office Administration)	• Level 3
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 1
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 2
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 3
		• National Vocational Certificate in General Construction (Plumbing)	• Level 1
		• National Vocational Certificate in General Construction (Plumbing)	• Level 2
		• National Vocational Certificate in General Construction (Plumbing)	• Level 3
		• National Vocational Certificate in Road Construction and Maintenance (Heavy Plant Operations - Heavy Plant Operator) with an optional strand for further skill development	• Level 3
		Non – NQF Modular Qualifications	
		• National Vocational Certificate – Diesel Mechanic	
		• National Vocational Certificate – Electric General	
		• National Vocational Certificate – Water Care	
		• National Vocational Certificate – Bricklaying and Plastering	

Nr.	Name of Institution	Scope of Accreditation	NQF Level
30.	**National Youth Service (NYS)**	• National Vocational Certificate in Automotive Engineering (Automotive Mechanics)	• Level 1
		• National Vocational Certificate in Automotive Engineering (Automotive Mechanics)	• Level 2
		• National Vocational Certificate in Business Services (Office Administration)	• Level 1
		• National Vocational Certificate in Business Services (Office Administration)	• Level 2
		• National Vocational Certificate in Business Services (Office Administration)	• Level 3
		• National Vocational Certificate in General Construction (Bricklaying)	• Level 2
		• National Vocational Certificate in General Construction (Bricklaying & Plastering)	• Level 1
		• National Vocational Certificate in General Construction (Bricklaying & Plastering)	• Level 3
		• National Vocational Certificate in General Construction (Plumbing)	• Level 1
		• National Vocational Certificate in General Construction (Plumbing)	• Level 2
		• National Vocational Certificate in Hospitality and Tourism (Food Preparation)	• Level 1
		• National Vocational Certificate in Hospitality and Tourism (Food and Beverage Service Operations)	• Level 1
		• National Vocational Certificate in Information Communication Technology (Computing Fundamentals)	• Level 2
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 1
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 2
		• National Vocational Certificate in Metal Fabrication	• Level 1
		• National Vocational Certificate in Metal Fabrication	• Level 2

Nr.	Name of Institution	Scope of Accreditation	NQF Level
31.	**Okakarara Vocational Training Centre**	• National Vocational Certificate in General Construction (Bricklaying & Plastering)	• Levels 1 – 3
		• National Vocational Certificate in Business Services (Office Administration)	• Levels 1 – 3
		• National Vocational Certificate in General Construction (Plumbing)	• Levels 1 – 3
		• National Vocational Certificate in Welding and Metal Fabrication (Boiler making)	• Levels 1 – 3
		• National Vocational Certificate in Hospitality and Tourism (Front Office Operations)	• Levels 2 – 3
		• National Vocational Certificate in Automotive Engineering (Automotive Mechanics)	• Levels 1 – 3
		• National Vocational Certificate in Clothing Production	• Levels 1 – 3
		• National Vocational Certificate in Electrical General	• Levels 1 – 3
		• National Vocational Certificate in Carpentry and Joinery	• Levels 1 – 3
		• National Vocational Certificate in Hospitality and Tourism (House Keeping Operations)	• Levels 2 - 3
		• National Vocational Certificate in Hospitality and Tourism (Food Preparation)	• Levels 2 - 3
		• National Vocational Certificate in Hospitality and Tourism (Food & Beverage Service Operations)	• Levels 2 – 3
		City & Guilds QCF Diploma in Women's Hairdressing	
32.	**On Track Learning Solutions Namibia**	Courses leading to Unit standards in Finance and Banking as listed by: South African Qualifications Authority (SAQA) www.saqa.org.za SAQA Unit Standard Based awards. For additional information contact the NQA.	
33.	**Philippi Trust Namibia**	• National Certificate in Counselling Services (Community Counselling)	• Level 3
		• National Diploma in Counselling Services (Counselling Supervision)	• Level 6
		• Engage in Counselling with people on HIV and AIDS (Unit Standard)	
		• Perform Counsellor Supervision and Develop Staff (Unit Standard)	

Nr.	Name of Institution	Scope of Accreditation	NQF Level
34.	**Rundu Vocational Training Centre**	• National Vocational Certificate in Automotive Engineering (Automotive Mechanics)	• Level 1
		• National Vocational Certificate in Automotive Engineering (Automotive Mechanics)	• Level 2
		• National Vocational Certificate in Automotive Engineering (Automotive Mechanics)	• Level 3
		• National Vocational Certificate in General Construction (Bricklaying)	• Level 1
		• National Vocational Certificate in General Construction (Bricklaying)	• Level 2
		• National Vocational Certificate in General Construction (Bricklaying)	• Level 3
		• National Vocational Certificate in Information Communication Technology (Computing Fundamentals)	• Level 1
		• National Vocational Certificate in Business Services (Office Administration)	• Level 1
		• National Vocational Certificate in Business Services (Office administration)	• Level 2
		• National Vocational Certificate in Business Services (Office Administration)	• Level 3
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 1
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 2
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 3
		• National Vocational Certificate in General Construction (Plumbing)	• Level 1
		• National Vocational Certificate in General Construction (Plumbing)	• Level 2
		• National Vocational Certificate in General Construction (Plumbing)	• Level 3
		• National Vocational Certificate in General Construction (Plumbing)	• Level 4
35.	**Silver Spoon Hospitality Academy CC**	**City and Guilds**	
		• Certificate in Food Preparation and Cooking	• Level 1 (City and Guilds)
		• Diploma in Food Preparation and Cooking (Culinary Arts)	• Level 2 (City and Guilds)
		• Certificate in Food and Beverage Service	• Level 1 (City and Guilds)
		• Diploma in Food and Beverage Service	• Level 2 (City and Guilds)
		Note: Accreditation is conditional on ongoing quality assurance status of the courses in the country of origin.	

Nr.	Name of Institution	Scope of Accreditation	NQF Level
36.	**St. Charles Lwanga Major Seminary**	• Diploma in Philosophy	• Level 6
		• Bachelor of Philosophy	• Level 7
		• Diploma in Theology	• Level 6
		• Bachelor of Theology	• Level 7
37.	**Triumphant College**	**Electrical and Electronic Engineering (International Vocational Qualifications) City and Guilds (C&G)**	
		• City and Guilds: Technician Certificate in Electrical and Electronic Engineering	• Level 2 (C&G)
		• City and Guilds: Technician Certificate in Electrical and Electronic Engineering	• Level 3 (C&G)
		• City and Guilds: Technician Certificate in Electrical and Electronic Engineering	• Level 5 (C&G)
		Construction Engineering	
		• City and Guilds: Technician Certificate in Construction Engineering	• Level 2 (C&G)
		• City and Guilds: Technician Diploma in Construction Engineering	• Level 3 (C&G)
		• City and Guilds: Technician Diploma in Construction Engineering	• Level 5 (C&G)
		Telecommunications Systems (Vocational related Qualifications)	
		• City and Guilds: Technician Certificate in Telecommunications	• Level 2 (C&G)
		• City and Guilds: Technician Diploma in Telecommunications	• Level 3 (C&G)
		• Certificate in Accounting and Finance	• Level 4
		• Diploma in Accounting and Finance	• Level 5
		• Diploma in Accounting and Finance	• Level 6
		• Certificate in Human Resources Development	• Level 4
		• Diploma in Human Resources Development	• Level 5
		• Diploma in Human Resources Development	• Level 6
		• Certificate in Journalism and Media Studies	• Level 4
		• Diploma in Journalism and Media Studies	• Level 5
		• Diploma in Journalism and Media Studies	• Level 6
		• Certificate in Marketing Management	• Level 4
		• Diploma in Marketing Management	• Level 5
		• Diploma in Marketing Management	• Level 6
		• Certificate in Information Technology	• Level 4
		• Diploma in Information Technology	• Level 5
		• Diploma in Information Technology	• Level 6
		• Certificate in Secretarial and Administration Studies	• Level 4
		• Diploma in Secretarial and Administration Studies	• Level 5
		• Diploma in Secretarial and Administration Studies	• Level 6
		• Certificate in Telecommunication Engineering	• Level 4
		• Diploma in Telecommunication Engineering	• Level 5
		• Diploma in Telecommunication Engineering	• Level 6
		• Certificate in Psychology	• Level 4
		• Diploma in Psychology	• Level 5

Nr.	Name of Institution	Scope of Accreditation	NQF Level
37.	**Triumphant College** (continued)	**Telecommunications Systems (Vocational related Qualifications)** (continued)	
		• Diploma in Psychology	• Level 6
		• Certificate in Legal Studies	• Level 4
		• Diploma in Legal Studies	• Level 5
		• Diploma in Legal Studies	• Level 6
		• Certificate in Travel and Tourism	• Level 4
		• Diploma in Travel and Tourism	• Level 5
		• Diploma in Travel and Tourism	• Level 6
		• Certificate in Business Studies	• Level 4
		• Diploma in Business Studies	• Level 5
		• Diploma in Business Studies	• Level 6
		• Certificate in Construction Engineering	• Level 4
		• Diploma in Construction Engineering	• Level 5
		• Diploma in Construction Engineering	• Level 6
		• Postgraduate Diploma in Project Management	• Level 8
38.	**Tulipohamba Training and Assessment Institute**	• Certificate in Counselling	• Level 4
		• Certificate in Community Health Education	• Level 4
		• Certificate in Occupational Health and Safety	• Level 4
		• Certificate in Health Care Service Management	• Level 4
39.	**United Lutheran Theological Seminary – Paulinum**	• Certificate in Theology	• Level 5
		• Diploma in Theology	• Level 6
		• Bachelor of Theology	• Level 7
40.	**Valombola Vocational Training Centre (VVTC)**	• National Vocational Certificate in General Construction (Plumbing)	• Level 1 – 3
		• National Vocational Certificate in Manufacturing (Joinery & Cabinet Making)	• Level 1 – 3
		• National Vocational Certificate in Metal Fabrication (Welder)	• Level 1 – 3
		• National Vocational Certificate in Business Services (Office Administration)	• Level 1 – 3
		• National Vocational Certificate in General Construction (Bricklaying)	• Level 1 – 3
		• National Vocational Certificate in Clothing Production (Industrial)	• Level 1 – 3
		• National Vocational Certificate in Automotive Engineering (Automotive Mechanics)	• Level 1 – 3
		• National Vocational Certificate in Hospitality and Tourism (Front Office Operations)	• Level 2 – 3
		• National Vocational Certificate in Hospitality and Tourism (House Keeping Operations)	• Level 2 – 3
		• National Vocational Certificate in Hospitality and Tourism (Food & Beverage Service Operations)	• Level 2 – 3
		• National Vocational Certificate in Hospitality and Tourism (Food Preparation)	• Level 2 – 3

Nr.	Name of Institution	Scope of Accreditation	NQF Level
41.	**Welwitchia Health Training Centre**	• Bachelor of Nursing Science	• Level 8
42.	**Windhoek Vocational Training Centre**	• National Vocational Certificate Business Services (Office Administration)	• Level 1
		• National Vocational Certificate Business Services (Office Administration)	• Level 2
		• National Vocational Certificate Business Services (Office Administration)	• Level 3
		• National Vocational Certificate Business Services (Office Administration)	• Level 4
		• National Vocational Certificate – Auto Mechanic	
		• National Vocational Certificate – Air-conditioning and Refrigeration	
		• National Vocational Certificate – Bricklaying and Plastering	
		• National Vocational Certificate – Boiler Making	
		• National Vocational Certificate – Electrical General	
		• National Vocational Certificate – Fitter Machinery	
		• National Vocational Certificate – Fitter and Turner	
		• National Vocational Certificate – Joinery and Cabinet Making	
		• National Vocational Certificate – Plumbing and Pipefitting	
		• National Vocational Certificate – Radio and Television	
		• National Vocational Certificate – Welding and Fabrication	
		• International Computer Driving License (ICDL)	• Level 1 - RSA
43.	**Wolwedans Foundation Trust**	• National Vocational Certificate in Hospitality and Tourism – (Accommodation Services, Food and Beverage Service Operations)	• Level 2
		• National Vocational Certificate in Hospitality and Tourism – (Food & Beverage Service Operations)	• Level 3
		• National Vocational Certificate in Hospitality and Tourism – (Core Commercial Cookery Skills)	• Level 3

Nr.	Name of Institution	Scope of Accreditation	NQF Level
44.	**Zambezi Vocational Training Centre**	• National Vocational Certificate in General Construction (Bricklaying and Plastering)	• Level 1
		• National Vocational Certificate in General Construction (Bricklaying and Plastering)	• Level 2
		• National Vocational Certificate in General Construction (Bricklaying and Plastering)	• Level 3
		• National Vocational Certificate in Hospitality and Tourism (Food Preparation)	• Level 1
		• National Vocational Certificate in Hospitality and Tourism (Food Preparation)	• Level 2
		• National Vocational Certificate in Hospitality and Tourism (Food and Beverage Service Operations)	• Level 3
		• National Vocational Certificate in Information Communication Technology	• Level 1
		• National Vocational Certificate in Welding and Metal Fabrication	• Level 1
		• National Vocational Certificate in Welding and Metal Fabrication	• Level 2
		• National Vocational Certificate in Welding and Metal Fabrication (Welding)	• Level 3
		• National Vocational Certificate in Business Services (Office Administration)	• Level 1
		• National Vocational Certificate in Business Services (Office Administration)	• Level 2
		• National Vocational Certificate in Business Services (Office Administration)	• Level 3
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 1
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 2
		• National Vocational Certificate in Manufacturing (Joinery and Cabinet Making)	• Level 3
		• National Vocational Certificate in General Construction (Plumbing and Pipefitting)	• Level 1
		• National Vocational Certificate in General Construction (Plumbing and Pipefitting)	• Level 2
		• National Vocational Certificate in General Construction (Plumbing and Pipefitting)	• Level 3
		• National Vocational Certificate in Clothing Production	• Level 1
		• National Vocational Certificate in Clothing Production	• Level 2

Table 7: Accredited Namibian institutions 2016/17

4.3 Marketing and Communications

Learners at the NQA stand at the NUST Career Fair 2017

The Marketing and Communications section resorts under the Office of the CEO. The section's primary role is to build and maintain public trust and confidence in the NQA. The NQA remains focused on building a strong brand, enhancing public awareness and access to its services, as well as maintaining mutually beneficial relationships with key stakeholders.

While the education and training landscape keeps evolving exponentially, the NQA's fundamental mission of empowering people in Namibia and adding value through quality assured qualifications remains intact. In this regard, the NQA invests in public education and marketing interventions aimed at empowering the nation with essential information to enable informed decision making. During the reporting period, the NQA consistently embraced and created opportunities for dialogue and collaboration with key stakeholders in order to enhance the organisation's public reach.

Following are the main activities of the Marketing and Communications section for the fiscal period under review.

4.3.1 Employee Engagement

The NQA is cognizant of the fact that its success as an organisation depends largely on proactive identification and mitigation of challenges affecting its employees.

In this regard, one of the NQA's long-term strategic goal is to ensure a positively engaged workforce that will contribute towards the fulfilment of its statutory duties. While there are a myriad of approaches to employee engagement, one is through creating a robust and effective internal communication system. It is for this reason that the NQA strives to embed a culture of open communication as a way to engage employees in dialogue regarding pertinent matters and problem solving, thereby creating a conducive working environment.

In order to improve communication, various staff engagement initiatives were introduced including 'Conversations with the CEO' sessions and Diversity Day.

i. Conversations with the CEO

Conversations with the CEO has become a popular forum for open engagement and communication between the CEO and the employees. Introduced in 2015, the forum may still be in its infancy but has already become a safe environment for dialogue, building trust and an opportunity for all employees to contribute to the organisation's success by sharing their ideas on matters relating to their jobs and process improvement.

In the next financial year, the NQA will implement a number of programmes and business improvement processes that were proposed by employees during the forums held in 2016. These include the introduction of a central resource centre for seamless information sharing, an online recruitment process to improve efficiency and turnaround times, as well as an Employee Assistance Programme focused specifically on employee wellness.

ii. Diversity Day

The NQA is made up of a diverse workforce in terms of race, gender, ethnicity and age. While this diversity presents benefits in terms of diverse skills, creativity and innovation, if not properly managed, it can become an Achilles' heel for the organisation. For the first time in its history, the NQA held a Diversity Day with the main aim of improving employee communication, understanding and respect, not only by raising awareness of cultural differences but also by encouraging employees to embrace these differences. All employees participated in the event, which featured presentations detailing the norms, values and traditions of all the cultures represented at the NQA.

Diversity Day 2017

Part of the session focused on the important points to consider when interacting with individuals from other cultures, which was an important lesson in order to prevent breaching cultural etiquette. Essentially, this initiative is aimed at building a stronger team that is united in their differences through trust and respect, a team that cohesively works together to attain the organisation's strategic goals.

Through these interventions, the NQA aims to create a conducive environment that acts as a catalyst to both organisation and individual growth and which promotes inclusion, loyalty and trust. In this regard, the NQA aspires to inspire employees to not only become great ambassadors for the organisation, but also to align their purpose, values and goals to those of the organisation.

4.3.2 Public Engagement

At the core of our public engagement activities is the aim to raise awareness about the value that the NQA adds to the lives of individuals and the country at large through quality assurance in the training and education sector.

The NQA makes a concerted effort to take its services closer to the people by engaging with the public on various platforms including print media, radio and social media, as well as participating in various events such as trade fairs and career expos.

During the course of the year, we participated in various trade fairs and career expos which gave us access to diverse audiences, including potential learners, graduates, parents, employers and the general public who benefit from the NQA's services. Some of the public engagement activities include advising and educating the public while making service more accessible. In addition to that, these events also provide a platform for the NQA to listen to the public's views and concerns.

The NQA participated in the following events during the period under review:

1) Ongwediva Trade Fair
2) Okakarara Trade Fair
3) Namibia Careers Expo
4) Wernhil Park Career Fair
5) World Skills Competition (Namibia)
6) NUST Career Fair

The NQA also won the following awards during the period under review:

1) Namibia Careers Expo 2016: Best Corporate Stand
2) Namibia Careers Expo 2016: Best Overall Stand
3) NUST Career Fair 2017: 2nd Prize: Corporate Stands

In addition to external communication platforms, the NQA also creates platforms for engagement for its employees by inviting other organisations to share information about their services. During the year under review, the MVA Fund, the Anti-Corruption Commission of Namibia, Standard Bank Namibia and Agribank Namibia held information sharing sessions at the NQA offices on a wide range of topics related to the services they provide.

4.3.3 Stakeholder Relations

Our stakeholder engagement philosophy is rooted in creating value, promoting trust and continuous improvement. Improving service delivery, mitigating risks and addressing challenges cannot take place without dialogue and intentional engagement with relevant stakeholders. It is for this reason that one of the main strategic objectives of the NQA is to build a positive image and to cultivate working relationships with stakeholders both in Namibia and abroad. Given the diversity of our stakeholders, engagements take place in different ways, ranging from face-to-face meetings, information sessions, workshops, and interactions on platforms such as Facebook.

During the period under review, the NQA maintained key relationships with stakeholders including the media fraternity and extended its membership with Team Namibia as a Strategic Partner. This is in addition to other strategic relationships with the Roads Authority, Namibia Training Authority, South African Qualifications Authority, Malaysia Qualifications Agency, the Kingdom of Swaziland, the Government of the Russian Federation and the International Network for Quality Assurance Agencies in Higher Education (INQAAHE).

One of the key partnerships the NQA developed during the period under review was with the members of the National Council. Due to limited resources, the NQA has perennially grappled with disseminating information to the remote areas of the country, where a large segment of the population resides, with limited or no access to mainstream or online media. The 42 members of the National Council represent the entire population and therefore have extended access to areas where the NQA may not be able to reach.

As part of this collaboration, the NQA distributes public education material through the offices of the local and regional councillors, thereby ensuring that essential information reaches even the remotest areas of the country. In addition, the Honourable members also share information related to the NQA services with their constituencies on various platforms, including community meetings and media interviews.

4.3.4 Looking ahead

At the core of our operations, is a priority for quality education and earning our stakeholders' trust and confidence. As we aim to become a public entity that provides accessible service that exceeds customer expectations, we will further enhance our public engagements, marketing activities and customer service processes. In the next fiscal year, we aim to build on the foundation we have created with greater vigour and a sense of urgency as we move towards positioning the NQA in the hearts and minds of Namibians.

NQA Council Chairperson Martha Mbombo with NQA CEO Franz Gertze and INQAAHE President Susanna Karakhanyan

NQA Stakeholder Engagement Highlights

Diversity Day 2017

Staff donations to Zeblonia Kavari and   M
Vulnerable Children's Home

NUST Career Fair 2017

NQA CEO Franz Gertze
stakeholders in Keetmanshoop

nd   Mwelitondola Orphans and

Vice President Honourable Dr. Nicky Iyambo with NQA staff at the Lüderitz Crayfish Festival 2017

INQAAHE President Susanna Karakhanyan with some of the NQA Council Members and Management 2016

4.4 Administration

Dennis Van Rooyen
Head: Administration

The Administration department provides support services to the core business of the NQA. The support provided by the Administration department is categorised into the following sections:

i.   Human Resources
ii. Finance Section
iii. Information Communications Technology
iv. General and Auxiliary Services.
     (Assets & Property Management)

These units are established and enacted by Sections 10 and 11 of the NQA Act, Act 29 of 1996. This department ensures that the NQA remains operational and assets and resources are maintained.

4.4.1 Human Resources

As per Sections 10, 11 and 12 of the NQA Act, the secretariat has an approved structure with a total number of 47 staff members.

These are the key activities under this section during the year under review.

(i) Implementation of the New NQA Organisational Structure

The NQA obtained the professional services of PWC, and a new structure was developed and approved which aligned the NQA Structure to its Strategy/Mandate. This new structure will ensure the full execution of the NQA mandate. With the current structure, the NQA has achieved around 65% of its mandated objectives.

With the implementation of the new NQA Organisational Structure, more human resources need to be acquired to be sufficient and adequate, so as to enable the NQA to strengthen its role to assist, guide and maintain quality in education. This, however, remains subject to the availability of sufficient financial resources.

(ii) Alignment of 2016/17 Budget to the New Organisational Structure

The 2016/17 the NQA budget was prepared and compiled to evaluate and project the salary cost of the new revised structure. The new budget will finance new positions which will enable the NQA to fully deliver on its mandate. New/additional departments/sections that were added are:-

- Standards setting
- Career guidance and articulation section
- Strategic development, research and development

The Human Resources section also experienced numerous challenges during the year. Of primary importance was the development and implementation of all job descriptions, and the grading of these positions. This delay was attributed to lack of internal capacity, heavy workloads, procurement procedures, lack of affordability and required resources for implementing the new structure. The grading of positions is subject to the completion of all job descriptions. Thus this has a knock-on effect, and is pending finalization. The draft Remuneration Strategy document as well as the new Housing Policy has been completed, but is pending final approval. Additionally, while there were ten critical positions identified for recruitment, this could not be achieved due to challenges regarding capacity, resources and procedures.

The NQA has yet to implement a Performance Management Policy and System. However, the challenge remains with regard to financial and human resources.

Equally, due to the size of the organisation, the current Disciplinary Policy warrants a revision to fit its size, and to be more effective when dealing with disciplinary matters. This will ensure fairness in applying and instilling discipline within the organisation. Currently the NQA is relying on external resources and companies as the Policy does not fit the small workforce. Making use of external companies has also become expensive, although independent opinions are welcomed, but only in exceptional instances and appeals.

The way forward for the NQA is to ensure that the necessary resources are acquired. Funding by our Stakeholder (Government) remains critical which will bring sustainability and affordability for the medium to longer term. This will boost job security and minimize staff turnover.

We also need to embark upon the recruitment of much needed human resources, which currently poses a risk to support services and service delivery in general. This will empower the NQA to deliver and execute fully on its mandate, and pave the way for uniform access to quality education for all.

There is a dire need for updating, reviewing and implementing all relevant policies, as well as improving on the automation of specific business processes - of which the recruitment process is most critical. The main goal and objective is to lessen the turnaround time.

Implementation of a Performance Management System will strengthen the NQA's position in the market by way of improved service delivery to our customers, upskilling of staff members and stimulating result driven customer services.

Staff Complement: 2016/2017
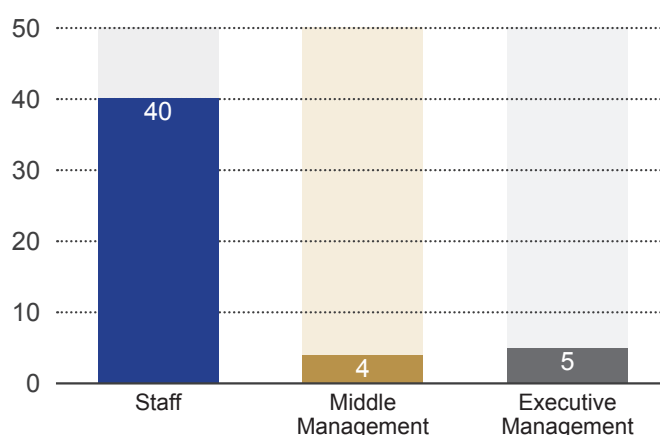
Figure 10: NQA Staff and Management Complement: 2016/2017

Age Distribution
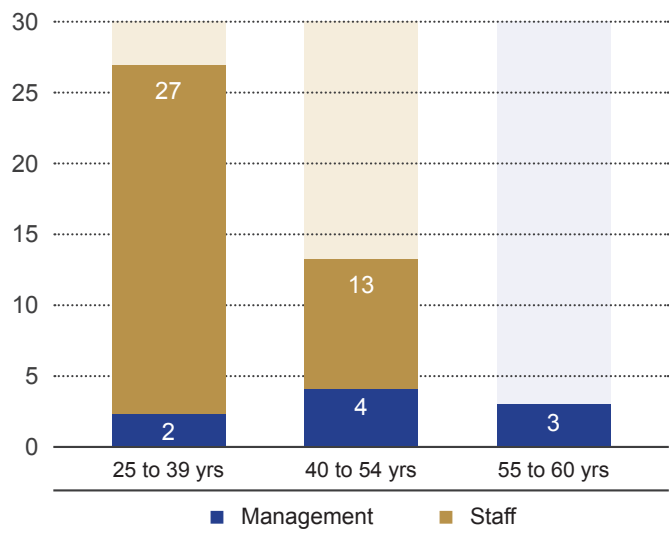
Figure 11: Staff members age distribution: 2016/17

As illustrated in Figure 11 above, following is the age distribution for the NQA.

Staff: Twenty-seven (27) members in the age-group twenty-five to thirty-nine (25-39), and thirteen (13) members in the age group forty to forty-five (40-45).

Management: Two (2) members in the age-group twenty-five to thirty-nine (25-39), Four (4) members in the age group forty to fifty-four (40-54), and Three (3) members older than fifty-five (55) years.

Duration of Employment: 2016/2017
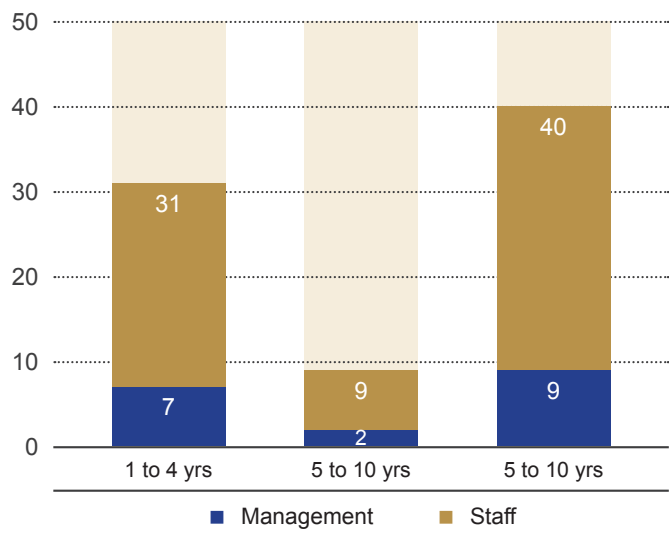
Figure 12: Duration of Employment: Staff and Management

For the period under review, the durations of employment for staff members are as follows:

Staff: Thirty-one (31) members have between 1 to 4 years' experience at NQA, Nine staff (9) members have between 5 to 10 years' experience at NQA

Management: Seven (7) members have between 1 to 4 years' experience at NQA. Two (2) members have between 5 to 10 years' experience at NQA

Appointments and Resignations
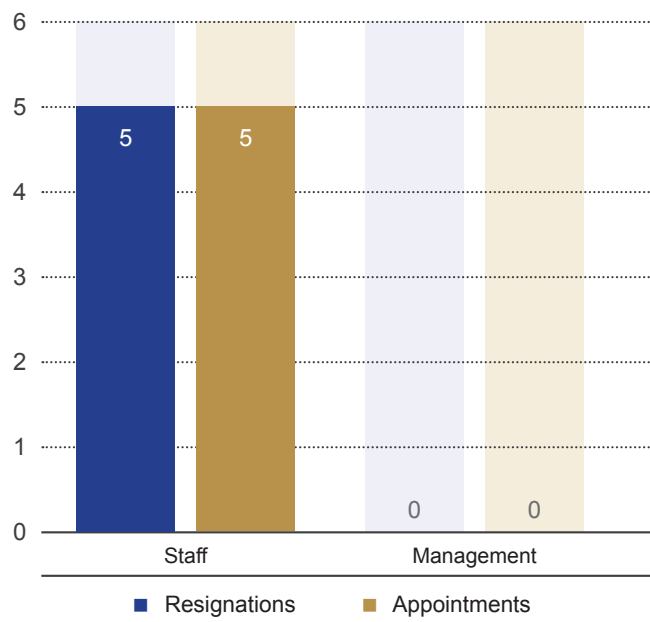
Figure 13: Appointments and Resignations 2016/17

a) Appointments and Resignations

During the year, no resignations nor appointments are reported at Management level. This indicates stability in staff turnover for Management. However, five (5) staff members resigned, and five (5) new staff members were appointed. The NQA also has one (1) temporary staff member on its payroll.

b) Staff Wellness

The NQA conducts interventions to improve staff wellness and jointly held a session with Namibia Health Plan (NHP). Although medical aid is provided as part of the remuneration package, this additional intervention assists with the assessment of the health condition of staff members, on a voluntary basis. The following services were offered during the NHP wellness session that took place in June 2016.

NQA Team Building Session 2016

- Blood Transfusion Services
- Cancer Association
- Massage Therapist
- Men's Health Clinic
- Blood Pressure
- Glucose testing
- Cholesterol testing

Additionally, a team building session was held at Out of Nature Lodge in July 2016

c) Staff Training and Development

The NQA recognizes that its staff members are its most important asset and that its strategic imperatives shall only be achieved through dedicated and deliberate efforts of high-performing, competent (knowledge, skills and attitude) staff members. Therefore, the NQA is committed to supporting relevant professional training and development initiatives of staff members that align to the organisation's high level statements and core mandate.

The NQA further acknowledges that professional training and development initiatives are costly, and therefore, to ensure a return on investment, emphasis is placed on supporting initiatives that are specifically relevant to a staff member's current position or in line with the organisation's official human capital planning processes. The NQA fund such relevant training and development initiatives based on principles of affordability.

QUALIFYING TRAINING

No	Staff Member	Qualification	Institution	Department	Investment
1	Lentina Gaweses	MBA	Midland State University	Accreditation, Audit & Assessment	28,600.00
2	Leana van Wyk	Bachelor of Business Administration	SBS Namibia	Office of the CEO	11,190.00
3	Samuel Kambonde	PhD: Education Management Law & Policy	University of Pretoria	Qualifications	30,400.00
4	Anna Shimwandi	Bachelor of Business Administration	University of Namibia	Accreditation, Audit & Assessment	17,010.00
					87,200.00

Table 8: Staff Development costs for 2016/2017

TESTIMONIALS: NQA Bursary Fund Beneficiaries

Leana Van Wyk:

I am a beneficiary from the NQA financial assistance for studies for the last 2 years of my studies. I am thankful and will always appreciate the generosity from the NQA to fulfil one of my lifelong dreams. Without the financial assistance I would not be able to graduate now. NQA's support definitely give me a kick start in both my career and future. Lyndon B. Johnson quote: "Education is not a problem. Education is an opportunity. Big Thank You.

Samuel Kambonde:

The assistance I received through the NQA Bursary Program meant a lot to me as it assisted me to fund my study. The NQA should be commended for the good gesture that it offers to its employees including myself. Some of us were fortunate to be awarded bursary by NQA which is very rare in many SOE in Namibia. I appreciate and thank the NQA Management for this wonderful decision to award those of us willing to further our studies. Long live NQA. May it continue investing the development of its employees.

OTHER TRAINING/SKILLS DEVELOPMENT:

Council for Higher Education Accreditation				
CHEA Annual conference	Feb-17	USA	$	825.00
Career Guidance Policy & Practice	May-16	ITALY	€	2,150.00
Total Cost to Company	Aug-16	Windhoek	N$	17,250.00

Table 9: Training and Skills Development costs for 2016/2017

NQA Employee Award Winners 2016

Veronica Shilongo
Employee of the Year 2016

Lizelle Coetzee
Customer Service Excellence Award 2016

Ehrenfriede Mukungu
Value Star of the Year 2016

d) Affirmative Action

As a relevant employer, the NQA complies with the legal provisions by submitting annual reports to the Office of the Equity Commissioner, indicating our compliance; in this regard, the NQA submitted its report before the due date of 09 February 2017.

e) Industrial Relations

The NQA successfully negotiated with NAPWU, the recognized trade union representing the majority of NQA staff, regarding the annual salary increment for bargaining units B and C.

Although the agreement was only signed in September 2016, this annual salary increment was effective from 01 April 2016. Agreement was reached on the following grades with the respective percentage increases:

Grades A & B	10 %
Grade C	8 %
Housing Allowance	3 %

The NQA also experienced an increase in cases of discipline. Two cases were conducted within the parameters of the NQA's Disciplinary Code of Conduct. Only one case was referred to the Office of the Labour Commissioner, and was concluded through arbitration.

4.4.2 Information Technology

This section remains responsible for ensuring that all NQA Information Communications Systems (network and internet systems) remain secured and operational without interference. The Information Technology systems form an integral part of the operations of the NQA, and support core business and communications.

During the year under review, the ICT Strategy, the Business Continuity Plan (BCP) and the ICT Disaster Recovery Plan (DRP) were crafted. After a tender was awarded to a local service provider, the Draft ICT Strategy document was finalized. This is a five-year plan, to be rolled out within the next financial year. In addition to the strategy, the Disaster Recovery Policy and Business Continuation Plan were also completed.

In the IT space, the NQA is challenged with a lack of both human and financial resources. There is a strong need to secure sufficient funding to procure the necessary hardware and software to remain operational, relevant to the industry, and up-to-date with technology. This will assist with secured and highly functional systems and processes to obtain, process and protect client and customer information. Secondly, critical and specialized human capital in the Information Technology and Communications field remains expensive, scarce and a serious challenge. To recruit and retain staff in this industry remains a national challenge.

Looking ahead, funding is extremely critical and if it is sufficient, it will ensure the recruitment and retention of qualified IT personnel for the NQA. The work that the NQA does is unique, and requires the organisation to

groom staff that will match the business model within the Quality Assurance Industry to ensure delivery on the NQA mandate. The first step thus is to obtain funding, and thereafter to appoint staff that can carry out the mandate and the ICT strategy of the NQA. The acquisition of much-needed infrastructure is also subject to financial resources. Alternatively, the NQA has to outsource this function, which may increase the security risks of client information, thus increasing costs through such a venture.

4.4.2 General Services

This section mainly supports core business in the following sections:

- Maintenance and Management of all NQA Assets
- Registry and Mail
- Health and Safety at the Workplace

NQA House Phase II:

One of the primary activities for the department during the year under review was the construction of the NQA House Phase 2. Through the Ministry of Higher Education, Training and Innovation, additional funding was secured to proceed with Phase 2 of the NQA House. The project to expand the office building to accommodate at least 103 additional staff members was approved to the amount of N$ 51,000,000.

This was needed as the NQA Mandate was aligned to Strategy. Also additional staff members are needed to fully deliver on the NQA mandate.

The Architect, Mwanakatwe Studio Architecture Inc., was appointed in July 2015 with his team consisting of the following:

- **Quantity Surveyor:** Sage Hemmes & De Nobrega
- **Electrical/Mechanical Engineer:** Octopus Consulting Engineers
- **Structural/Civil Engineer:** Martin Handl Consulting Engineers

The team started with the project, but was challenged by funding, through Capital Projects. The project has been put on hold until further notice. The NQA has in the meantime acquired additional land to the value of N$ 6.2 million, which will be utilized for construction.

NQA Registry:

Another key activity for the department is to set up and maintain the NQA Registry. The NQA building makes sufficient provision for a proper registry, whereby hard copy documents can be stored as per the requirements of National Archives. This was done in collaboration with National Archives, and our Filing System and Disposal Schedule was approved. The NQA now has a Registry and a Record Centre. The record centre can keep the semi-records, which are still valid, but not often required or used.

In terms of challenges, funding is required to continue with Phase 2 of the NQA House project.

The NQA also still needs to expand on the Registry by recruiting human capital within the Administration department. This will help to effectively roll-out the entire department and make it fully functional and operational.

Occupational Health and Safety remain a challenge at the NQA, as we do not currently comply with National Health and Safety Regulations.

The implementation of our Disaster Recovery Plan (DRP) is to be rolled-out, together with the Business Continuity Plan (BCP) in its totality.

Looking ahead, there is a need for funding to be secured for the development project to add additional office space and to appointment additional staff to ensure the roll-out of critical projects and programmes as indicated in our challenges.

4.4.3 Finance

This section is mandated as per the NQA Act, Section 12, to ensure the continued operations of the NQA business through sufficient funding and the appropriate and approved application thereof. The NQA is fully funded by Government and complies with their requirements through prudent external annual auditing.

Annual Financial Statements

➔ for the year ended 31 March 2017

General Information

Country of incorporation and domicile   Namibia

Nature of business and principal activities   According to the Namibia Oualifications Authority Act No. 29, 1996 the objects of the Namibia Qualifications Authority are:

(a) to set-up and administer a national qualifications framework;
(b) to be a forum for matters pertaining to qualifications;
(c) to set the occupational standards for any occupation, job, post, or position in any career structure;
(d) to set the curriculumn standards required for achieving the occupational standards for a given occupation, job, post, or position in a career structure;
(e) to promote the development of, and to analyse, benchmarks of acceptable performance norms for any occupation, job, post, or position;
(f) to accredit persons, institutions and organisations providing education and courses of instruction or training of meeting certain requirements as set out in section 13;
(g) to evaluate and recognise competencies learnt outside formal education;
(h) to estabilish facilities for the collection and dissemination of information in connection with matters pertaining qualifications;
(i) to inquire into whether any particular qualification meets the national standards;
(j) to advice any person, body, institution, organisation or interest group on matters pertaining to qualifications and national standards for qualifications.

General Information (continued)

Council members

Ms. Martha Mbombo (Chairperson)
Dr. Alfred van Kent
Prof. Lazarus Hangula
Dr. Ngepathimo Kadhila
Prof. Tjama Tjivikua
Mr. Corneels Jafta
Mr. Franz E. Gertze (Chief Executive Officer)
Mr. Andries L. Hungamo
Mr. Sylvester Mbangu
Mr. Abraham Nehemia
Ms. Johanna F. N. Andowa
Mr. Mbueta Ua-Ndjarakana
Ms. Tjiuai Kaambo
Dr. Moses Maurihungirire
Ms. Hilaria Namoloh
Dr. Norbert Forster
Mr. I. V. K Ndjoze
Mr. Willem Goeiemann
Mr. Stanley H. Mbura
Ms. Hendrina J. Jandrell
Mr. Basilius G. M. Haingura
Ms. Narina Pollmann
Ms. Anke H. Halenke
Dr. Herbert P. Schneider
Mr. Job Amupanda
Ms. Taimi Kapelwa
Ms. Aina Ipinge
Mr. Otto Makemba
Ms. Sophy Partenbach-Fick
Mr. Domingos Sachikela
Mr. Larry H. Laursen
Mr. Ernst Sauber
Mr. Henry S. Line
Mr. Stanley Thomas
Ms. Pamela Somses
Ms. Josephine Lazarus
Mr. Vitura Kavari
Mr. Maurice T. Likukela
Mr. Alfred Tjihambuma
Ms. P/Hoebes
Ms. Jo-Ann N. Manuel
Mr. Albius Mwiya
Mr. David Ligonda
Mr. Lesley Hindjou
Mr. Andrew Main
Prof. F. P. L Kavishe
Ms. Sophie Tekie
Ms. Melissa Shanjengange
Mr. Tim Parkhouse
Prof. Sam K. Amoo
Mr. Joseph C. Lewis
Mr. Fikkie J. Louw

General Information (continued)

Registered Office   8892 Corner of Bismarck
                              Dr. W Külz Street
                              Windhoek
                              Namibia

Postal Address   Private Bag 13247
                              Windhoek
                              Namibia

Bankers   First National Bank of Namibia

Auditors   Saunderson & Co
                              Registered Accountants and Auditors
                              Chartered Accountants (Namibia)

Council Member's Responsibilities and Approval

The Council is required by the Namibia Qualifications Authority Act, Section 12, Act 29 of 1996, to maintain adequate accounting records and is responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is its responsibility to ensure that the annual financial statements fairly present the state of affairs of the Namibia Qualifications Authority as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the Namibian Generally Accepted Accounting Practice-NAC001: Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the Namibian Generally Accepted Accounting Practice-NAC001: Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Council acknowledges that it is ultimately responsible for the system of internal financial control and places considerable importance on maintaining a strong control environment. To enable the Council to meet these responsibilities, the Namibia Qualifications Authority sets standards for internal control aimed at reducing the risk of error or loss 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 Namibia Qualifications Authority and all employees are required to maintain the highest ethical standards in ensuring the organisation's activities is conducted in a manner that in all reasonable circumstances is above reproach.

The focus of risk management in the Namibia Qualifications Authority is on identifying, assessing, managing and monitoring all known forms of risk across the Namibia Qualifications Authority. While operating risk cannot be fully eliminated, the Namibia Qualifications Authority endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Council is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The external auditors are responsible for independently auditing and reporting on the Namibia Qualifications Authority's annual financial statements. The annual financial statements have been examined by the Namibia Qualifications Authority's external auditors and their report is presented on page 79.

The annual financial statements set out on pages 82 to 92, which have been prepared on the going concern basis, were approved by the Council on 30 June 2017 and were signed on its behalf by:

Ms. Martha Mbombo
(Chairperson)

Mr. Franz E. Gertze
(Chief Executive Officer)

Independent Auditors' Report

Opinion

We have audited the annual financial statements of Namibia Qualifications Authority set out on pages 80 to 90, which comprise the statement of financial position as at 31 March 2017, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Namibia Qualifications Authority as at 31 March 2017, and its financial performance and cash flows for the year then ended in accordance with the Namibian Generally Accepted Accounting Practice-NAC001: Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Namibia Qualifications Authority Act, Section 12, Act 29 of 1996.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the annual financial statements section of our report. We are independent of the company in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B) (IESBA Code) and other independence requirements applicable to performing audits of annual financial statements in Namibia. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits in Namibia. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Council is responsible for the other information. The other information comprises the Council member's Report as required by the Namibia Qualifications Authority Act, Section 12, Act 29 of 1996, which we obtained prior to the date of this report. Other information does not include the annual financial statements and our auditors report thereon.

Our opinion on the annual financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work We have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Director for the Annual Financial Statements

The council is responsible for the preparation and fair presentation of the annual financial statements in accordance with the Namibian Generally Accepted Accounting Practice-NAC001: Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Namibia Qualifications Authority Act, Section 12, Act 29 of 1996, and for such internal control as the council determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the council is responsible for assessing the organisation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the council either intend to liquidate the organisation or to cease operations, or have no realistic alternative but to do so.

→ TO THE COUNCIL MEMBERS OF NAMIBIA QUALIFICATIONS AUTHORITY (NQA)

Auditors Responsibilities for the Audit of the Annual Financial Statements
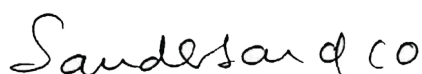
Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing 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 annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organisation's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.

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

- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Saunderson & co

Saunderson & Co
Registered Accountants and Auditors
Chartered Accountants (Namibia)

Per: Edingtone Tafirenyika
Partner

30 June 2017
Windhoek

Council Members' Report

The Council has pleasure in submitting its report on the annual financial statements of Namibia Qualifications Authority for the year ended 31 March 2017.

1. Review of financial results and activities

The annual financial statements have been prepared in accordance with Namibian Generally Accepted Accounting Practice - NAC 001: Financial Reporting for Small and Medium Sized Entities and the requirements of the Namibia Qualifications Authority Act, Section 12, Act 29 of 1996. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements. Furthermore the total bugeted for the year was N$41,702,211 and the actual expenditure incurred for general expenses (N$36,173,325) and asset additions (446,900). Therefore the organisation expenditures were in line with the approved budget.

2. Council members

The Council members during the current year are set out on page 76 of this report.

3. Director's interests in contracts

During the financial year, no contracts were entered into which Council members or officers of the Namibia Qualifications Authority had an interest and which significantly affected the activities of the Namibia Qualifications Authority.

4. Events after the reporting period

The council is not aware of any other material event which occurred after the reporting date and up to the date of this report

5. Going concern

The council believes that the organisation has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The council have satisfied themselves that the organisation is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The council is not aware of any new material changes that may adversely impact the organisation. The council is also not aware of any material noncompliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the organisation.

6. Auditors

Saunderson & Co continued in office as auditors for the Namibia Qualifications Authority for 2017.

Statement of Financial Position

⟳ as at 31 March 2017

	Notes	2017 N$	2016 N$
ASSETS			
Non-Current assets			
Property, plant and equipment	2	42,230,420	44,393,584
Investment in subsidiary	3	6,731,289	—
		48,961,709	**44,393,584**
Current Assets			
Trade and other receivables	4	1,814	15,511
Cash and cash equivalents	5	36,475,645	36,269,019
		36,477,459	**36,284,530**
Total Assets		**85,439,168**	**80,678,114**
Equity and Liabilities			
Equity			
Reserves		6,116,663	6,116,663
Accumulated funds		21,780,837	21,225,909
		27,897,500	**27,342,572**
Liabilities			
Non-Current Liabilities			
Deferred revenue	7	54,817,107	49,982,226
Current Liabilities			
Trade and other payables	6	2,724,561	3,353,316
Total Liabilities		**57,541,668**	**53,335,542**
Total Funds and Liabilities		**85,439,168**	**80,678,114**

Statement of Surplus or Deficit and Other Comprehensive Income

	Notes	2017 N$	2016 N$
Revenue	8	254,000	185,000
Other income	9	34,832,757	34,715,102
Operating expenses		(36,173,325)	(39,835,216)
Operating deficit		**(1,086,568)**	**(4,935,114)**
Investment revenue	11	1,641,496	793,783
Finance costs		—	(161)
Surplus/(deficit) for the year	12	**554,928**	**(4,141,492)**

Statement of Changes in Funds

	Other reserve N$	Accumulated funds N$	Total equity N$
Balance at 01 April 2015	—	**25,367,401**	**25,367,401**
Deficit for the year	—	(4,141,492)	(4,141,492)
Revaluation reserves	6,116,663	—	6,116,663
Deficit for the year	**6,116,663**	**(4,141,492)**	**1,975,171**
Balance at 01 April 2016	**6,116,663**	**21,225,909**	**27,342,572**
Surplus for the year	—	554,928	554,928
Total comprehensive surplus for the year	**—**	**554,928**	**554,928**
Balance at 31 March 2017	**6,116,663**	**21,780,837**	**27,897,500**

Statement of Cash Flows

	Notes	2017 N$	2016 N$
Cash flows from operating activities			
Cash generated from operations	12	5,535,066	17,459,436
Interest income		1,641,496	793,783
Finance costs		—	(161)
Net cash from operating activities		**7,176,562**	**18,253,058**
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(446,900)	(1,441,128)
Sale of property, plant and equipment	2	206,000	52,469
Investment in subsidiary		(6,731,289)	—
Net cash from investing activities		**(6,972,189)**	**(1,388,659)**
Total cash movement for the year		**204,373**	**16,864,399**
Cash at the beginning of the year		36,271,272	19,404,619
Total cash at end of the year	5	**36,475,645**	**36,269,018**

Accounting Policies

1. Presentation of annual financial statements

The annual financial statements have been prepared in accordance with the Namibian Generally Accepted Accounting Practice-NAC001: Financial Reporting Standard for Small and Medium-sized Entities, and the Namibia Qualifications Authority Act, Section 12, Act 29 of 1996. The annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in Namibia Dollar.

These accounting policies are consistent with the previous period.

1.1 Property, plant and equipment

Property, plant and equipment is carried at cost less accumulated depreciation and accumulated impairment losses.

Cost 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.

Depreciation is provided using the straight-line method to write down the cost, less estimated residual value over the useful life of the property, plant and equipment as follows:

Item	Depreciation method	Average useful life
Land and buildings	Straight line	25 years
Furniture and fixtures	Straight line	5 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	5 years
Information Technology equipment	Straight line	3 years
Other Property, plant and equipment	Straight line	5 years

If the major components of an item of property, plant and equipment have significantly different patterns of consumption of economic benefits, the cost of the asset is allocated to its major components and each such component is depreciated separately over its useful life.

Land is not depreciated.

The residual value, depreciation method and useful life of each asset are reviewed only where there is an indication that there has been a significant change from the previous estimate.

1.2 Financial instruments

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the standard, are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

Accounting Policies (continued)

1. Presentation of annual financial statements (continued)

1.3 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

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

1.4 Provisions and contingencies

Provisions are recognised when the Qualifications Authority has an obligation at the reporting date as a result of a past event; it is probable that the Qualifications Authority will be required to transfer economic benefits in settlement; and the amount of the obligation can be estimated reliably.

Provisions are measured at the present value of the amount expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as interest expense.

Provisions are not recognised for future operating losses.

1.5 Government grants

Grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income when actually received. Where the grant relates to an asset, the fair value is credited to a deferred income account and is released to the income statement over the expected useful life of the relevant asset by equal annual installments.

1.6 Revenue

Revenue is recognised at the date that accreditation fees are due and are based on the number of enrolments per annum.

Interest is recognised, in profit or loss, using the effective interest rate method.

Notes to the Annual Financial Statements

2. Property, plant and equipment

	2017			2016		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Land and buildings	41,277,861	(2,756,441)	38,521,420	41,168,071	(1,427,781)	39,740,290
Furniture and fixtures	2,345,413	(955,837)	1,389,576	2,286,102	(607,537)	1,678,565
Motor vehicles	1,559,874	(642,499)	917,375	1,970,681	(741,331)	1,229,350
Office equipment	296,717	(67,845)	228,872	259,990	(31,334)	228,656
Information Technology equipment	2,996,727	(1,907,725)	1,089,002	2,780,159	(1,347,611)	1,432,548
Other Property, plant and equipment	105,219	(21,044)	84,175	105,219	(21,044)	84,175
Total	**48,581,811**	**(6,351,391)**	**42,230,420**	**48,570,222**	**(4,176,638)**	**44,393,584**

Reconciliation of property, plant and equipment - 2017

	Opening balance	Additions	Disposal	Depreciation	Total
Land and Buildings	39,740,290	109,790	—	(1,328,660)	38,521,420
Furniture and fixtures	1,678,565	59,311	—	(348,300)	1,389,576
Motor vehicles	1,229,350	—	—	(311,975)	917,375
Office equipment	228,656	36,727	—	(36,511)	228,872
Information Technology equipment	1,432,548	241,072	(21,517)	(563,101)	1,089,002
Other Property, plant and equipment	84,175	—	—	—	84,175
	44,393,584	**446,900**	**(21,517)**	**(2,588,547)**	**42,230,420**

Reconciliation of property, plant and equipment - 2016

	Opening balance	Additions	Other movements	Disposals	Revaluation surplus	Depreciation	Total
Land and Buildings	35,960,005	304,893	(1,451,532)	—	6,116,664	(1,189,740)	39,740,290
Furniture and fixtures	1,893,348	391,959	—	(133,657)	—	(473,085)	1,678,565
Motor vehicles	161,585	1,205,003	—	—	—	(137,238)	1,229,350
Office equipment	119,140	155,355	—	(29,763)	—	(16,076)	228,656
Information Technology equipment	1,206,675	835,450	—	(66,845)	—	(542,732)	1,432,548
Other Property, plant and equipment	105,219	—	—	—	—	(21,044)	84,175
	39,445,972	**2,892,660**	**(1,451,532)**	**(230,265)**	**6,116,664**	**(2,379,915)**	**44,393,584**

Notes to the Annual Financial Statements (continued)

2. Property, plant and equipment (continued)

Details of valuation

The effective date of the revaluations was 21 April 2015. Revaluations were performed by an independent valuer, Mr Eugene Lofty-Eaton (National Diploma: Real Estate Cape Peninsula University of Technology). Mr Eugene Lofty-Eaton is not connected to the company and have recent experience in the location and category of the investment property being valued.

The valuation was based on the income capitalisation method.

3. Investment in subsidiary

Name of subsidiary	% holding	Cost
BV Investments Six Hundred and Forty Five (Pty) Ltd	100.00 %	6,200,000
BV Investments Six Hundred and Forty Five (Pty) Ltd (Work in progress)		531,289
		6,731,289

	2017 N$	2016 N$
4. Trade and other receivables		
Trade receivables	1,814	15,511
5. Cash and cash equivalents		
Cash and cash equivalents consist of:		
Cash on hand	728	4,050
Bank balances	27,059,883	20,789,863
Call account	9,415,034	15,475,106
	36,475,645	**36,269,019**
6. Trade and other payables		
Trade payables	150,309	704,830
Accrued pension	277,915	—
Accrued PAYE	333,201	—
Accrued leave pay	861,065	814,591
Accrued bonus	302,082	225,686
Other accruals	301,659	311,199
Staff bursaries	—	200,000
National Qualifications Framework Information Management System	—	120,117
PriceWaterHouseCoopers - Structure and Remuneration Review	—	517,416
Accrued purchases of laptops	95,212	—
Accrued medical aid	156,942	—
Accrued sitting fees	—	459,477
Accrued pastel evolution upgrade	246,176	—
	2,724,561	**3,353,316**

Notes to the Annual Financial Statements (continued)

	2017 N$	2016 N$
7. Deferred revenue		
Government grants related to assets comprising of:		
Funds for construction of NQA House	27,944,107	29,319,078
Computer equipment financed by Government	—	83,148
Funds for house project	26,873,000	20,580,000
	54,817,107	**49,982,226**
8. Revenue		
Rendering of services	254,000	185,000
9. Other income		
Profit and loss on sale of non-current assets	206,000	—
Administration fees	14,287	12,203
Other income	1,458,119	1,100,659
Rental income	68,980	—
Recoveries of accrual (study loan)	105,371	—
Government grants	32,980,000	33,602,240
	34,832,757	**34,715,102**
10. Employee cost		
Employee costs		
Total employee cost	25,514,602	24,528,544
11. Investment revenue		
Interest revenue		
Bank	1,641,496	793,783
12. Cash generated from operations		
Profit (loss) before taxation	554,928	(4,141,492)
Adjustments for:		
Depreciation and amortisation	2,588,547	2,379,915
(Profit) loss on sale of assets	(206,000)	177,796
Interest received	(1,641,496)	(793,783)
Finance costs	—	161
Changes in working capital:		
Trade and other receivables	32,960	32,960
Trade and other payables	(628,754)	324,538
Deferred revenue	4,834,881	19,479,341
	5,535,066	**17,459,436**

Detailed Income Statement

|	Notes	2017 N$	2016 N$
Revenue			
Rendering of services		254,000	185,000
Other income			
Administration fees		14,287	12,203
Other income		1,458,119	1,100,659
Rental income		68,980	—
Recoveries of accrual (study loan)		105,371	—
Interest received	11	1,641,496	793,783
Gains on disposal of non-current assets		206,000	—
Government grants		32,980,000	33,602,240
		36,474,253	**35,508,885**
Expenses (Refer to page 19)		**(36,173,325)**	**(39,835,216)**
Operating (profit) loss		**554,928**	**(4,141,331)**
Finance costs		—	(161)
(Profit) loss for the year		**554,928**	**(4,141,492)**

The supplementary information presented does not form part of the annual financial statements and is unaudited.

Detailed Income Statement (continued)

	2017 N$	2016 N$
Operating expenses		
Advertising	144,501	181,383
Annual Plans & Reports	148,659	—
Auditors remuneration	56,207	46,259
Automated Bussiness Process	394,875	1,782,459
Bank Charges	44,153	42,420
Cleaning	431,050	421,500
Consulting fees	1,182,903	2,312,558
Corporate and Social Responsibilities	229,297	—
Council agendas	19,777	—
Depreciation	2,588,547	2,379,915
Diaries	49,091	—
Employee costs	25,514,602	24,528,544
Entertainment	75,449	115,173
Fixed assets Labeling	—	7,553
Gifts	29,195	—
Information Technology Software and Backups	138,333	137,563
Insurance	196,915	208,253
Internet expenses	93,031	136,506
Legal expenses	116,416	27,041
Lock and keys	4,232	—
Marketing and communication	927,767	2,487,807
Material Supplies	16,932	—
Municipal expenses	508,654	349,304
National Qualifications Framework Information Management System	30,650	382,589
National Qualifications Framework Qualifications Department	—	59,324
National Qualifications Framework Review	63,433	406,971
Postage	47,719	20,950
Printing and stationery	662,311	633,255
Profit and loss on sale of assets	—	177,796
Protective clothing	—	389
Repairs and maintenance	294,994	126,015
Security	176,701	185,128
Staff welfare	164,763	—
Strategic plan	72,487	—
Subscriptions	259,371	146,450
Telephone and fax	198,143	161,439
Training	561,386	565,354
Transport and freight	124,872	204,625
Travel and Accomodation	605,909	1,600,693
	36,173,325	**39,835,216**

Notes

Notes

NQA
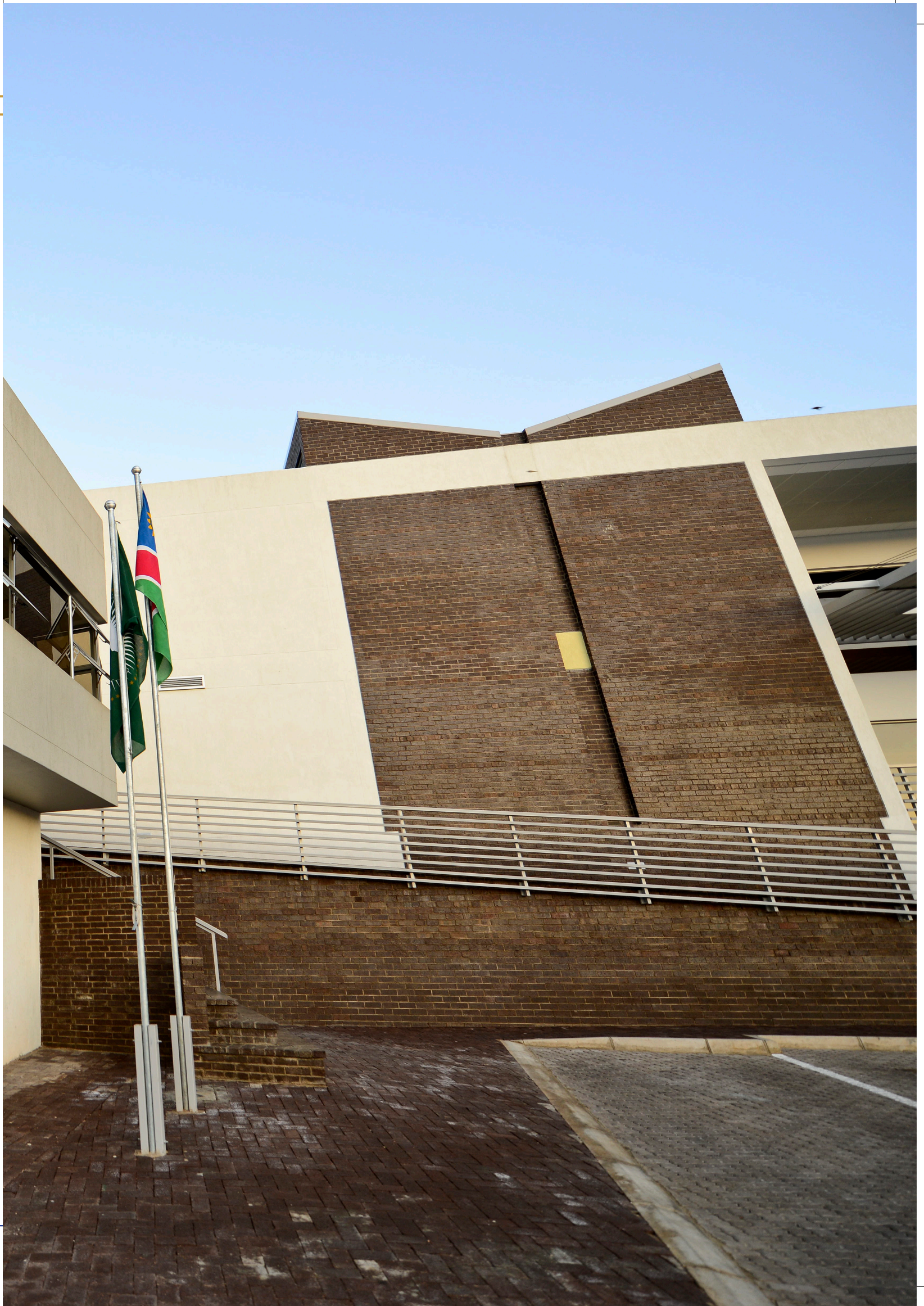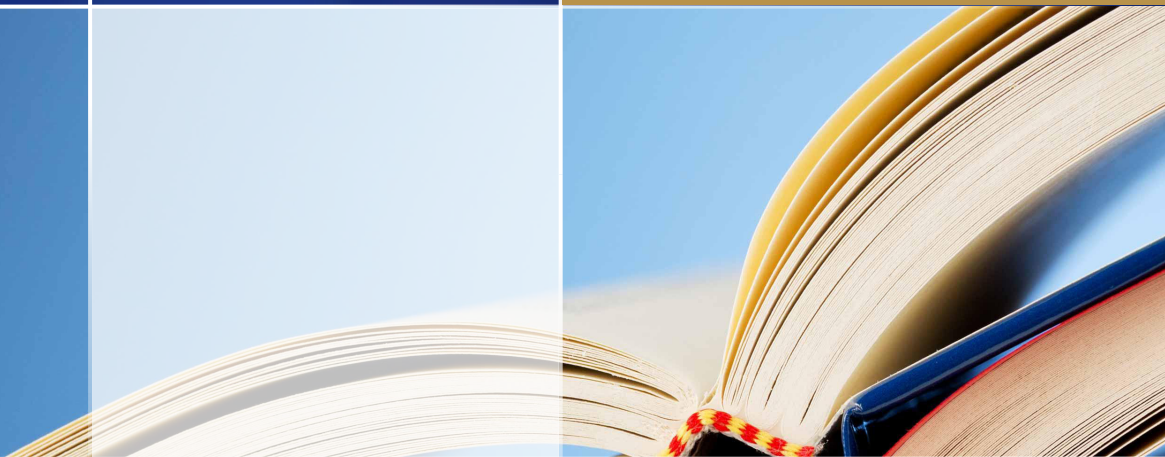
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