

# ZIMBABWE COUNCIL FOR HIGHER EDUCATION



## ZIMCHE

*Quality Assurance in Higher Education*

## DRAFT ANNUAL REPORT FOR THE YEAR 2018

No. 21 J.M. Nkomo Road  
P. Bag H100 Hatfield, Harare, ZIMBABWE  
Tel: +2634 4571163/571165/581993/581997  
Fax: +263 4581195  
Email: [www.zimche.ac.zw](http://www.zimche.ac.zw)

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## CONTENTS

CONTENTS	i
CHAIRMAN’S MESSAGE	ii
CEO’S STATEMENT	iii
<b>1. Introduction</b>	<b>1</b>
<b>2. Legislative Mandate</b>	<b>1</b>
<b>3. ZIMCHE Structure</b>	<b>1</b>
3.1 Council	1
3.2 Council Business	2
3.2.1 Council Membership	2
3.2.2 Sub-Committees of Council	2
3.2.2.1 <i>Executive Committee of Council</i>	2
3.2.2.2 <i>Higher Education Quality Assurance Committee</i>	3
3.2.2.3 <i>Human Resources Committee</i>	3
3.2.2.4 <i>Shape and Size Committee</i>	4
3.2.2.5 <i>Finance Committee</i>	4
3.2.2.6 <i>Audit and Risk Committee</i>	4
3.2.3 <i>Meetings of Council and its sub-committees</i>	4
3.3 <i>Secretariat</i>	4
<b>4. Strategic Overview</b>	<b>6</b>
4.1 Vision	6
4.2 Mission	6
4.3 Motto	7
4.4 Values	7
4.5 Major Functions	7
4.6 Key Result Areas	9
4.7 Strategic Goals	9
<b>5. Scope of Operation</b>	<b>10</b>
<b>6. Council Performance in 2018</b>	<b>11</b>
6.1 Strategic Goal 1: To strengthen higher and tertiary education systems	11
6.2 Strategic Goal 2: To improve comparability and mobility in higher and tertiary education	19
6.3 Strategic Goal 3: To improve institutional capacity	22
6.4 Strategic Goal 4: Improve ICT affordances in higher and tertiary Education	25
<b>7 Challenges</b>	<b>28</b>
<b>8. Conclusion and Recommendations</b>	<b>29</b>

## **1. INTRODUCTION**

This annual report is produced in terms of Section 27 of the Zimbabwe Council for Higher Education Act Chapter 25:27 of 2006; and presents a summary of the activities of the Council and the Secretariat for the period January to December 2018. In addition to the Act of Parliament, the operations of the Council and the Secretariat are guided by the ZIMCHE Strategic Plan (2018-2022).

## **2. LEGISLATIVE MANDATE**

The Zimbabwe Council for Higher Education (ZIMCHE) was established by an act of Parliament, Chapter 25:27, promulgated in 2006 to promote and co-ordinate education provided by higher education institutions, and to act as a regulator in the determination and maintenance of quality standards in higher education. In executing its mandate, ZIMCHE is guided by policy directives from government through the Parliamentary Portfolio Committee on Higher and Tertiary education and its Executive Authority, the Minister of Higher and Tertiary Education, Science and Technology Development. ZIMCHE's work is also directed by the. ZIMCHE also refers to legislative documents pertaining to its key stakeholders which include public and private higher education institutions, professional bodies, research institutions, industry and commerce.

ZIMCHE is the competent authority registering, accrediting, auditing and the holistic quality assurance (QA) of higher education institutions (HEIs) and their programmes. QA is targeted at safeguarding the quality of higher education (HE) in Zimbabwe. In pursuance to this goal, ZIMCHE develops and continuously improves policies, methods, standards, instruments and tools for use assuring and enhancing quality. This stems from the realisation that as systems evolve and the HE arena changes, QA bodies need to continuously adjust in order to achieve their goals. ZIMCHE finds it unnecessary to re-invent the wheel; it benchmarks its practices with other world-class QA agencies, adapts and innovates. Thus in executing its mandate, ZIMCHE focuses on both accountability and improvement.

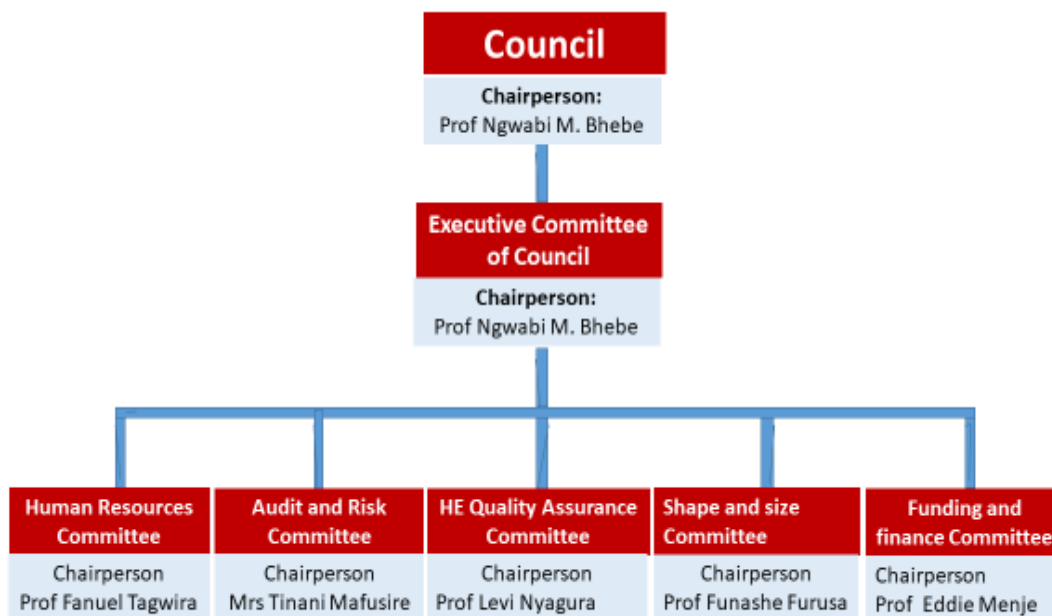
## **3. ZIMCHE STRUCTURE**

ZIMCHE is made up of a 21-member and a 40 member Secretariat.

### **3.1 COUNCIL**

The Minister appoints the Council, which is the accounting authority of ZIMCHE charged with strategic oversight duties. Council executes its functions through five specialist Committees and the Secretariat. The members of Council are drawn from the top brass of the nation's intelligentsia, and are from the various sectors of the economy, including higher education, the business community, professional bodies and statutory bodies.

The Committees of Council examine and determine specific issues and advise the Council on action to be taken. The committees engage the services of resource persons and peer reviewers where necessary. In terms of the Act, Council is presently required to have on it three Permanent Secretaries of ministries relevant to higher education, three Vice-Chancellors representing public and private universities, and three persons of international repute. The structure of Council is shown in Figure 1.



## 3.2 COUNCIL BUSINESS

### 3.2.1 Council membership

The members of Council for 2018 are shown in Table 3.1.

**Table 3.1: ZIMCHE Council Members (2018)**

	Name	Contacts (Tel/email)
1	Prof Ngwabi Mulunge Bhebe (Chairman)	+263 772155959, <a href="mailto:bheben@staff.msu.ac.zw">bheben@staff.msu.ac.zw</a>
2	Mrs Vimbai Nyemba	+263 772 265 211 <a href="mailto:vnyemba@vnyembaandassociates.com">vnyemba@vnyembaandassociates.com</a>
3	Prof Levi Nyagura	+263 712 876 020; <a href="mailto:lnyagura@admin.uz.ac.zw">lnyagura@admin.uz.ac.zw</a>
4	Prof Munashe Furusa	+263 783925215; <a href="mailto:furusamunashe@gmail.com">furusamunashe@gmail.com</a>
5	Prof Eddie Mwenje	+263 712 644 920; <a href="mailto:emwenje@buse.ac.zw">emwenje@buse.ac.zw</a>
6	Prof Kuzvinetsa Peter Dzvimbo	+2782 843 4923; <a href="mailto:kuzvinetsad@vut.ac.za">kuzvinetsad@vut.ac.za</a>
7	Prof George Payne Kahari	+263 733410 733; <a href="mailto:georgepaynekahari@gmail.com">georgepaynekahari@gmail.com</a>
8	Dr Michael Ngoni Mambo	+263 712 600 301; <a href="mailto:mnmambo@yahoo.co.uk">mnmambo@yahoo.co.uk</a>
9	Engineer Martin Manuhwa	+263 773 803 310; <a href="mailto:Mmanuhwal@yahoo.com">Mmanuhwal@yahoo.com</a>
10	Mr Matthews Tichaona Kunaka	+263 772 102 723; <a href="mailto:mattsk@icaz.org.zw">mattsk@icaz.org.zw</a>
11	Mr Adolf Macheka	+263 772 360 393; <a href="mailto:chekaz59@gmail.com">chekaz59@gmail.com</a>
12	Mr Misheck Hogwe	+263 772 215 456; <a href="mailto:hogwe@zol.co.zw">hogwe@zol.co.zw</a>
13	Prof Fanuel Tagwira	+263 772137 030; <a href="mailto:ftagwira@gmail.com">ftagwira@gmail.com</a>
14	Mrs Diana Patel	+263 772 412 795; <a href="mailto:hdpatel@mweb.co.zw">hdpatel@mweb.co.zw</a>
15	Mrs Tinani Mafusire	+263 772 352 833; <a href="mailto:tmafusire2014@gmail.com">tmafusire2014@gmail.com</a>
16	Mr Readyforward Dube	+263 772 747 387; <a href="mailto:readydube@gmail.com">readydube@gmail.com</a>
17	Mr Laston Chando	+263 776 493 882; <a href="mailto:chandolaston@gmail.com">chandolaston@gmail.com</a>
18	Dr E.C Garwe (Acting CEO)	+263 772222298; <a href="mailto:deputyceo@zimche.ac.zw">deputyceo@zimche.ac.zw</a>

Four Council members (Prof Fanuel Tagwira; Prof Levi Nyagura; Prof Kuzvinetsa Peter Dzvimbo and Mrs Vimbai Nyemba) relinquished their Council membership for various reasons. This effectively left 14 Councilors out of the 21 permissible in line with the ZIMCHE Act. Council submitted ten names of possible Councilors to the Ministry and requested for the appointment of six new Councilors.

### **3.2.2 Sub-Committee of Council**

#### **3.2.2.1 The Executive Committee of Council (EXCO)**

EXCO is the principal Committee of Council. Its role is to deliberate on critical issues that need attention outside scheduled Council meetings.

In 2018 EXCO had the following membership as stipulated by the ZIMCHE Act:

- The Chairperson of the Council (Prof. N.M Bhebe)
- The Vice-Chairperson of Council (Mrs V, Nyemba)
- The Chairperson of the HEQAC (Prof. L.M. Nyagura)
- One member appointed by Council from among the nine members appointed into Council (Prof. F. Tagwira).
- The Chief Executive Officer (Dr E.C. Garwe – Acting CEO)

*Mrs V. Nyemba was replaced by Prof F. Tagwira as Vice-Chairperson of Council in April 2018.*

#### **3.2.2.2 Higher Education Quality Assurance Committee (HEQAC)**

HEQAC is responsible for recommending to Council all issues to do with quality assurance in higher education including:

- assessing and ensuring the establishment & maintenance of high academic standards in HEIs.
- evaluation and approval of curricula of academic programmes and assessment of academic resources supporting such programmes.
- recommending to Council the national standards on recognition and equation of qualifications from various parts of the world.

In 2018 HEQAC had the following membership:

- Prof. L.M. Nyagura - Chairperson
- Mr A Macheka
- Engineer M. Manuhwa
- Prof. M. Furusa
- Dr E. C. Garwe (Acting CEO)

#### **3.2.2.3 The Human Resources (HR) Committee**

The HR Committee is responsible for looking into issues of staff welfare including recruitment, retention & promotion. In 2018 it had the following membership:

- Professor F. Tagwira - Chairperson
- Prof. G. P. Kahari
- Mrs D. Patel
- Mr M. Hogwe
- Mr R. Dube
- Dr E. C. Garwe (Acting CEO)

*Prof F. Tagwira was replaced by Mrs D. Patel in October 2018.*

### 3.2.2.4 The Shape and Size Committee

This Committee is responsible for investigating and considering issues relating to the welfare of students and staff in higher education institutions. In 2018 it had the following membership:

- Prof. M. Furusa – Chairperson
- Prof. K.P. Dzvimbo
- Mrs D. Patel
- Dr M. N. Mambo
- Mr L. Chando
- Dr E. C. Garwe (Acting CEO)

### 3.2.2.5 Finance Committee

This Committee is responsible for advising Council on all issues of funding, audit and internal controls, risk management and remuneration in higher education including policies, principles, formulae and criteria governing allocation of public funds to HEIs. The Committee also oversees the use of grants; ensures the adherence of such use for the purpose for which the funds were disbursed; and ensures that proper budgeting procedures are followed. In 2018 the membership was as follows:

- Prof. E. Mwenje - Chairperson
- Mrs T. Mafusire
- Mr M. T. Kunaka
- Dr E C Garwe (Acting CEO)

### 3.2.2.6 Audit and Risk Committee

This committee is responsible for assisting the Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, quality assurance, corporate governance, risk management and the Council's process for monitoring compliance with laws and regulations and the code of conduct. In 2018 the membership was as follows:

- Mrs T. Mafusire - Chairperson
- Mr M. Hogwe
- Mr A. Macheka
- Dr E.C. Garwe (Acting CEO)

### 3.2.3 Meetings of Council and its Sub-Committees

Council normally meets four times a year whilst its subcommittees meet at least 4 times a year depending on urgency of issues. Table 3.2 shows the actual dates of the meetings in 2018.

**Table 3.2: Dates of Meetings of Council and its subcommittees**

Description	Dates for the meetings
Main Committee	<ul style="list-style-type: none"><li>• Wednesday 14 February 2018 (29<sup>th</sup> Council meeting),</li><li>• Monday 16 April 2018 (Special Council meeting),</li><li>• Thursday 12 July 2018 (30<sup>th</sup> Council meeting) and</li><li>• Thursday 29 November 2018 (31<sup>st</sup> Council Meeting).</li></ul>
HEQAC	<ul style="list-style-type: none"><li>• 13<sup>th</sup> of June 2018</li><li>• 13<sup>th</sup> of September 2018</li><li>• 20<sup>th</sup> of November 2018</li></ul>
HR	<ul style="list-style-type: none"><li>• 11<sup>th</sup> of January 2018,</li></ul>

	<ul style="list-style-type: none"> <li>• 21<sup>st</sup> of May 2018,</li> <li>• 7<sup>th</sup> of September 2018 (Joint with Finance)</li> <li>• 12<sup>th</sup> of December 2018.</li> </ul>
Shape and Size	<ul style="list-style-type: none"> <li>• 17<sup>th</sup> of January 2018</li> <li>• 30<sup>th</sup> of October 2018.</li> </ul>
Finance Committee	<ul style="list-style-type: none"> <li>• 29<sup>th</sup> of June 2018</li> <li>• 7<sup>th</sup> of September 2018</li> </ul>
Audit and Risk	<ul style="list-style-type: none"> <li>• 30<sup>th</sup> of October in 2018</li> </ul>

### 3.3 SECRETARIAT

The Secretariat is responsible for the day-to-day management of the organisation, and executing its key mandated functions. The structure of the Secretariat Executive Management is shown in Figure 2 whilst Table 3.2 shows the Secretariat members in post during 2018.

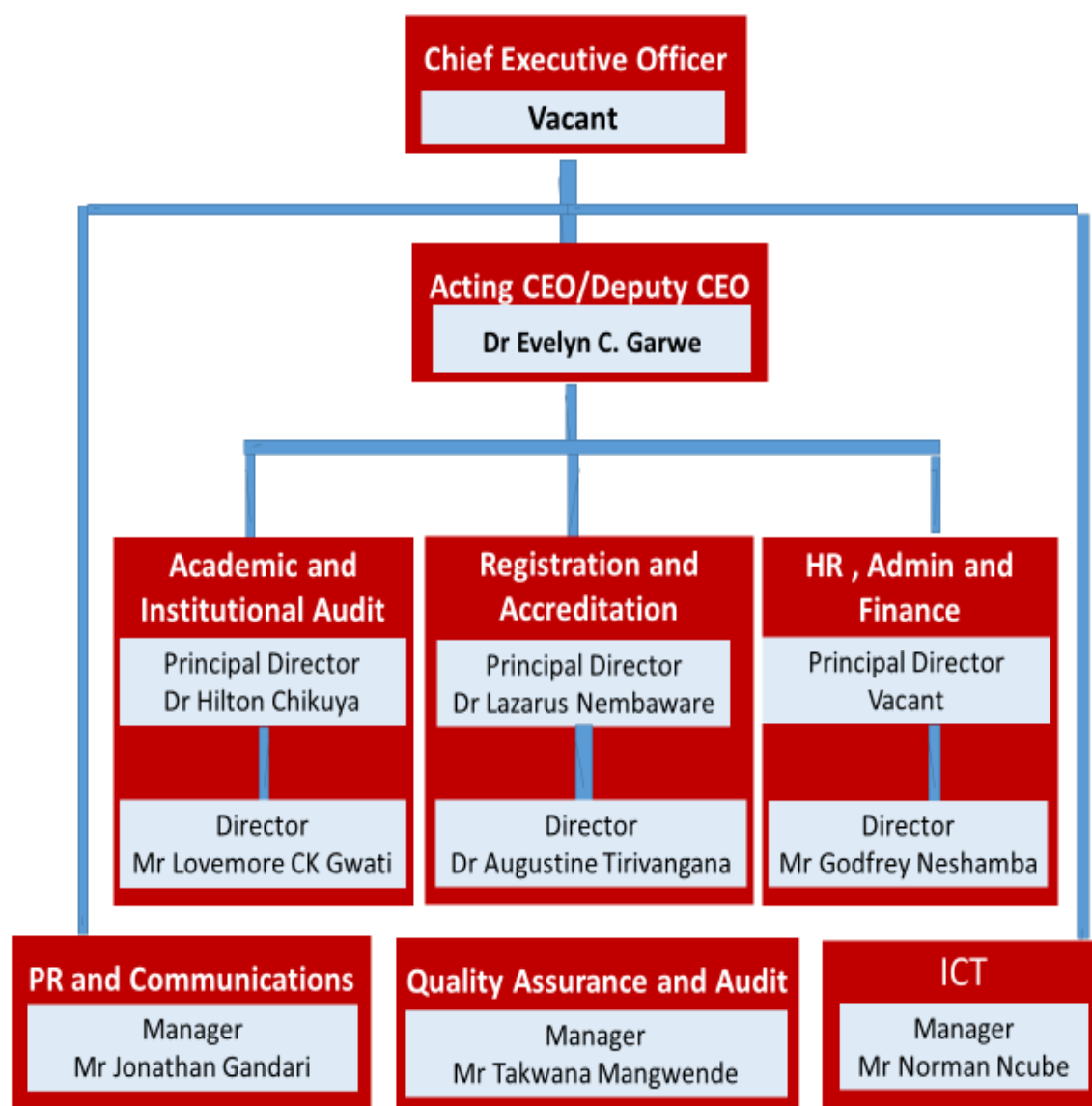


Figure 2: Structure of the Secretariat Executive Management

Table 3.3: Secretariat members in post in 2018

	NAME	TITLE
1	Vacant	Chief Executive Officer
2	Dr. E.C. Garwe	Deputy Chief Executive Officer
3	Vacant	Principal Director (PD), HR, Admin and Finance
4	Dr. H.H. Chikuya	PD, Academic and Institutional Audits
5	Dr L. Nembaware	Principal Director, Registration and Accreditation
6	Mr L.C.K. Gwati	Director, Academic and Institutional Audits
7	Mr. G. Neshamba	Director, HR, Admin and Finance
8	Dr A.M. Tirivangana	Director, Registration and Accreditation
9	Mr N. Ncube	Manager, ICT
10	Mr J, Gandari	Manager, PR and Communications
11	Mr T. Mangwende	Manager Internal and Quality Assurance Audit
12	Mr. S. Nyawo	Accounting Officer
13	Ms. A. Nyamarebvu	HR and Admin Officer
14	Mrs. C. Chinembiri	Registration and Accreditation Officer
15	Mrs. B. Nhemachena	Quality Promotion and Development Officer
16	Mr. O. Mabika	Open/ Distance, Learning and Marketing Officer
17	Ms. F. Matundu	Finance Officer
18	Mrs. C. Fohlo	PA to Chief Executive Officer
19	Ms. E. Maganga	PA to D/Chief Executive Officer
20	Ms. K. Shoko	PA to PD, Registration and Accreditation
21	Mrs. F. Chimumu	PA to PD, HR, Admin and Finance
22	Mrs. M. R. Ndlovu	PA to PD, Academic and Institutional Audits
23	Mrs. T. Goredema	PA to Director, Academic and Institutional Audits
24	Ms. H. Chirinda	PA to Director, Registration and Accreditation
25	Ms. Z. Dandure	PA to Director, HR, Admin and Finance
26	Mr. J. Mutanga	Senior Driver
27	Mr. S. Mathaba	Technical Assistant
28	Ms. F. Mutanhaurwa	Receptionist
29	Ms. M. Nyahoja	Receptionist
30	Mr. P. Foroma	Driver
31	Ms. P. Gwandu	Cleaner
32	Mr. A. Matono	Cleaner
33	Mr. O. Madamombe	Gardener

*Mr A Matono passed on the 28<sup>th</sup> of July 2018. May his soul rest in peace.*

#### **4 STRATEGIC OVERVIEW**

The Strategic Plan for ZIMCHE (2018-2022) enunciates the following key strategic elements:



#### **4.1 Vision**

An internationally acclaimed quality-assured higher and tertiary education system by 2025.

#### **4.2 Mission**

To regulate and engender a culture of self-assessment in higher and tertiary education in order to bring about industrialisation, modernisation, sustainable and equitable socio-economic development.

#### **4.3 Motto**

Quality is not an accident but a habit

#### **4.4 Values**

- Quality
- Leadership
- Accountability
- Responsibility
- Integrity

#### **4.5 Major Functions**

The key functions of the ZIMCHE are categorised as follows:

- i) Regulatory (accreditation, registration, audits and, where necessary, de-registration or closure of institutions).
- ii) Quality promotion (coordinating the development of HE in the country; facilitating the capacity development of HE personnel and cooperation between HE stakeholders; and promoting regional cooperation in higher education).
- iii) Advisory (advising the Minister, HEIs and HE stakeholders).

The ZIMCHE quality assurance system uses standards and instruments for six major activities.

- (i) Registration: There are two stages of registration for a new institution: Provisional Registration and Full or Final Registration. These ensure that all HEI operate legally in Zimbabwe.
- (ii) Institutional self-evaluation: Each established institution is supposed to institutionalise the quality assurance process by self-evaluating its own facilities, equipment, staffing, governing structures, teaching and academic programmes, research and scholarship.
- (iii) External review: This is an external validation of the institution's quality and quality assurance system. It takes the form of accreditation visits and quality audits by ZIMCHE in the company of experts/specialists/practitioners referred to as Peer Reviewers. These are derived from HEIs, industry, professional bodies as well as other relevant stakeholders. This requires ZIMCHE to actually visit and verify what the institution claims to have or to be. Consequently, we are always on the move. The Secretariat's recommendations to Council committees are evidence-based.
- (iv) Quality Audits: Quality assurance audits investigate the quality assurance mechanisms that an institution has and seeks to validate whether the institution is actually maintaining the quality standards that it claims to have in specific areas of operation such as staffing, facilities, equipment, governance etc. The investigation can be at institutional, faculty or departmental level. Audits can be carried out at any

time that the quality assurance agency or other authority deems it necessary for such an investigation to be undertaken.

- (v) Accreditation: There are two types of accreditation: Institutional accreditation and Programme accreditation. An accredited institution is an institution that has met the set quality standards in terms of governance, staffing, facilities, equipment etc. For any programme to be taught in Zimbabwe, it must be accredited by ZIMCHE, meaning that ZIMCHE is satisfied that the programme meets the required standards in terms of staffing, facilities, equipment where applicable. Accreditation is therefore a kind of recognition and certification of the fact that an institution or programme meets the set requirements. Whereas audits can be carried out at any time there is a need to do so, accreditation is normally for a specific period, such as five years.
- (vi) Compliance visits: ZIMCHE monitors and closes unregistered institutions or registered institutions offering unregistered programmes.

In order to effectively execute these functions. The Secretariat is structured into three Directorates and three units as follows:

**(i) Registration and Accreditation Directorate**

The Directorate of Registration and Accreditation is responsible for servicing the Higher Education Quality Assurance Committee (HEQAC) of Council. In 2018 the directorate was responsible for:

- a) Registration of new HEIs and student recruitment agencies;
- b) Accreditation of institutions and programmes;
- c) Assessment of foreign qualifications;
- d) Monitoring compliance to ZIMCHE Act;
- e) Developing Minimum Bodies of Knowledge for all degree programmes; and
- f) Implementing the Zimbabwe Credit Accumulation and Transfer system.

**(ii) Academic and Institutional Audit Directorate**

Key responsibilities include:

- a) Carry out institutional and academic audits of all (HEIs);
- b) Collect, process, analyse, publish and distribute HE statistics;
- c) Promote student and staff welfare in HEIs;
- d) Research and documentation
- e) Develop, monitor and make appropriate recommendations on the shape and size standards of the HE system.

**(iii) HR, Admin and Finance Directorate**

Responsible for administrative and resource support to the institution in the following areas:

- a) Human Resources
- b) Asset, fleet and physical plant management.
- c) Finance
- d) Procurement and Asset Disposal

**(iv) Cross-Cutting service Units**

**1. Information Communication and Technology Unit**

Responsible for:

- a) ICT architecture and infrastructure planning and management;
- b) Implement and maintain a robust, scalable and cost effective ERP system;
- c) Provide end-user training and support of implemented solutions;

- d) Technical backstopping

## 2. *Information and public relations*

Responsible for:

- a) Internal and external communication;
- b) Publish and disseminate information;
- c) Maintain the reputation and good image for ZIMCHE;
- d) Create platforms for information dissemination and interaction e.g. ZIMCHE website

## 3. *Quality assurance and internal audit*

Responsible for:

- a) Carry out internal planned and ad-hoc audits;
- b) Evaluate risk exposure relating to achievement of the ZIMCHE's strategic objectives;
- c) Review the reliability and integrity of information, the means used to identify, measure, classify and report such information;
- d) Analyse and review systems, procedures, laws and regulations;
- e) Advise management on emerging trends and best practices;

## 4.6 Key Result Areas

The ZIMCHE plan for 2018-2022 set out the following key result areas:

- Quality Assurance in Higher and Tertiary Education
- ZIMCHE capacity development

## 4.7 Strategic Goals

The ZIMCHE plan (2018-2022) set out strategic goals and objectives shown in Table 3.1.

<b>Key Performance Area/Goal</b>	<b>Strategic objective</b>
1. To strengthen higher and tertiary education systems	1. Build capacity of new institutions on ZIMCHE standards and institutional self-assessment. 2. Carry out academic, staff and student affairs audits 3. Assessment of foreign qualifications 4. Programme accreditation 5. Organise capacity development workshops 6. Promote internationalisation of higher education
2. To improve comparability and mobility in higher education	1. Implement Zimbabwe Credit Accumulation and Transfer System 2. Spearhead the establishment of a National Qualifications Framework 3. Develop MBKs for all programmes offered by universities 4. Implement harmonized quality assurance standards and guidelines and align them to those of regulatory and professional bodies 5. Identify and capacitate Peer Reviewers
3. To improve institutional capacity	1. Carry out needs assessment and support staff training, development and retention 2. Seek accreditation/partnerships with international quality assurance bodies

	<ul style="list-style-type: none"> <li>3. Promote and support cost reduction measures and viable revenue generation projects and programmes</li> <li>4. Develop advocacy strategies that raise awareness of the potential and value of ZIMCHE to Government, Higher and Tertiary Education Institutions and the publics</li> <li>5. Establish and maintain suitable ZIMCHE infrastructure</li> </ul>
4. Improve ICT affordances in higher and tertiary education	<ul style="list-style-type: none"> <li>1. Develop a Higher Education Management Information System</li> </ul>

## 5. SCOPE OF OPERATION

In the year under review (2018), the higher education system comprised of 24 registered universities (14 public and 10 private), as shown in Table 4.1.

**Table 5.1: Registered universities in Zimbabwe as of 2018**

	Name of University	Responsible Authority	Established	Website Address
1	University of Zimbabwe	Public	1957	<a href="http://www.uz.ac.zw">www.uz.ac.zw</a>
2	National University of Science and Technology	Public	1991	<a href="http://www.nust.ac.zw">www.nust.ac.zw</a>
3	Africa University	Private	1992	<a href="http://www.africau.edu">www.africau.edu</a>
4	Solusi University	Private	1994	<a href="http://www.solusi.ac.zw">www.solusi.ac.zw</a>
5	Bindura University of Science Education	Public	1996	<a href="http://www.buse.ac.zw">www.buse.ac.zw</a>
6	Zimbabwe Open University	Public	1998	<a href="http://www.zou.ac.zw">www.zou.ac.zw</a>
7	Midlands State University	Public	1999	<a href="http://www.msu.ac.zw">www.msu.ac.zw</a>
8	Catholic University in Zimbabwe	Private	2001	<a href="http://www.cuz.ac.zw">www.cuz.ac.zw</a>
9	Reformed Church University	Private	2001	<a href="http://www.rcu.ac.zw">www.rcu.ac.zw</a>
10	Chinhoyi University of Technology	Public	2001	<a href="http://www.cut.ac.zw">www.cut.ac.zw</a>
11	Great Zimbabwe University	Public	2002	<a href="http://www.gzu.ac.zw">www.gzu.ac.zw</a>
12	Women's University in Africa	Private	2004	<a href="http://www.wua.ac.zw">www.wua.ac.zw</a>
13	Lupane State University (LSU)	Public	2004	<a href="http://www.lsu.ac.zw">www.lsu.ac.zw</a>
14	Harare Institute of Technology	Public	2005	<a href="http://www.hit.ac.zw">www.hit.ac.zw</a>
15	Zimbabwe Ezekiel Guti University	Private	2010	<a href="http://www.zegu.ac.zw">www.zegu.ac.zw</a>
16	Marondera University of Agricultural Sciences and Technology	Public	2015	<a href="http://www.muast.ac.zw">www.muast.ac.zw</a>
17	Gwanda State University	Public	2016	<a href="http://www.gsu.ac.zw">www.gsu.ac.zw</a>
18	Manicaland State University of Applied Sciences	Public	2016	<a href="http://www.msuas.ac.zw">www.msuas.ac.zw</a>
19	Zimbabwe National Defence University	Public	2016	<a href="http://www.defence.gov.zw">www.defence.gov.zw</a>

20	Pan African Minerals University of Science and Technology	Public	2016	www.veritaszim.net/node/1586
21	<i>Southern Africa Methodist University</i>	<i>Private*</i>	2016	Methodistchurchinzimbabwe.net/samu/
22	<i>Anglican University in Zimbabwe</i>	<i>Private*</i>	2016	No website yet
23	<i>Maranatha Christian University</i>	<i>Private*</i>	2017	<a href="http://www.mcu.ac.zw">www.mcu.ac.zw</a>
24	<i>Arrupe Jesuit University</i>	<i>Private</i>	2017	www.aju.ac.zw

Key: \*Under provisional registration hence no students enrolled yet and charter still not granted

## **6. COUNCIL PERFORMANCE IN 2018**

The performance was measured against the strategic goals set out for 2018 in the Integrated Results Based Management (IRBM) Strategic plan (2018-2022) as guided by the ZIMCHE Act. Council also took into account the 100-day programmatic approach as directed and monitored by the Office of the President and Cabinet.

### **6.1 Strategic Goal 1: To strengthen higher and tertiary education systems**

*6.1.1 Strategic Objective 1: Build capacity of new institutions on ZIMCHE standards and institutional self-assessment*

#### 6.1.1.1 Rationale

Council undertook an extensive engagement process to develop standards to guide quality assurance in HEIs. A total of 15 standards were approved and disseminated to HEIs and other stakeholders. The Quality Assurance Standards for Higher Education are an articulation by the ZIMCHE of what HEIs must do in order to deserve public trust. They also function as a framework for institutional development and self-evaluation. Covering areas of institutional, academic and administrative operations, the Standards are largely qualitative, in keeping with their need to apply to a variety of institutions with different mandates.

#### 6.1.1.2 Deliverables

Capacity build newly registered institutions and new staff members on the ZIMCHE standards and ZIMCHE processes.

#### 6.1.1.3 Achievement

Familiarisation and orientation visits were made to the following new state universities:

- i) Marondera University of Agricultural Sciences and Technology (MUASt), 10 April 2018
- ii) Manicaland State University of Applied Sciences (MSUAS), 11 April 2018
- iii) Gwanda State University (GSU), 12 April 2018

*6.1.2 Strategic Objective 2: Carry out academic, staff and student affairs audits*

#### 6.1.2.1 Rationale

Academic Audits is a peer review process emphasizes self-reflection and self-improvement rather than compliance with predetermined standards. The purpose of academic audits is to encourage HEIs to self introspect and evaluate the quality of teaching and learning.

#### 6.1.2.2 Deliverables

To carry out academic audits focusing on staff adequacy, relevance and alignment; programme audits as well as student affairs audits

#### 6.1.2.3 Achievements

Audit visits were made to:

- i) Solusi University (SU) on student issues, 18-20 February 2018
- ii) Zimbabwe Ezekiel Guti University (ZEGU) for Academic Staff and Facilities Audit, 19-20 April 2018
- iii) Chinhoyi University of Technology (CUT) for Academic Staff Audit, 21-23 May 2018
- iv) Appreciation visit to Reformed Church University (RCU) upon their relocation to the new campus, 7 June 2018
- v) Catholic University in Zimbabwe (CUZ), Gokwe Teaching and Learning Centre, 7 May 2018
- vi) Catholic University in Zimbabwe (CUZ), Chinhoyi Teaching and Learning Centre, 8 May 2018
- vii) Midlands State University (MSU), Harare Campus Centres, 15 June 2018
- viii) Maranatha Christian University, 18 May 2018
- ix) Academic staff audit at Midlands State University (MSU) from 10-14 September 2018 at the Zvishavane and Gweru (main) campuses
- x) Academic staff audit at National University of Science and Technology (NUST) from 1-5 October 2018.
- xi) Programme Audit of the Bachelor of Science Honours Degree in Optometry was carried out at Bindura University of Science Education (BUSE) on 31 October 2018.

ZIMCHE's quality assessments are based on self-evaluation reports submitted by HEIs using ZIMCHE audits instruments followed by assessment visits by Peer Reviewers for verification. Well-trained peer reviewers make up audits teams and where it is deemed necessary, foreign external reviewers are engaged. Whilst shortcomings may lead to suspension of a programme or withdrawal of the HEI's right to award degrees (de-registration), the academic and institutional audits are in the first instance, improvement-oriented. HEIs are given ample time to rectify the anomalies identified before punitive measures are taken. All HEIs are obliged to establish internal/institutional quality assurance units, which carry out internal audits for the purpose of guaranteeing quality in their operations. This gives ZIMCHE a pivotal role in the HES in that it operates at a macro-level and can add value to the system.

#### *6.1.3 Strategic Objective 3: Assessment of foreign qualifications*

##### 6.1.3.1 Rationale

To verify the authenticity of the qualification and the registration status of the awarding institution as well as to compare the qualification as well as the body of knowledge to local standards.

#### 6.1.3.2 Deliverables

Assess foreign qualifications upon request by the qualification holders, current or potential employers or any other interested party.

#### 6.1.3.3 Achievements

Under the leadership of the Directorate of Registration and Accreditation, Council successfully processed 34 qualification assessment applications from different foreign HEIs. Each application was assessed by at least two and at most three Peer Reviewers before the Assessment committee made decisions. Five meetings on assessment of foreign students were held on 29 January 2018, 23 April 2018, 14 June 2018, 6 September 2018 and 16 October 2018. The bulk of the applications are from Algeria whilst the rest were from South Africa, Korea, China, India, Ghana, United States of America and DRC.

#### *6.1.4 Strategic Objective 4: Programme accreditation*

##### 6.1.4.1 Rationale

When HEIs submit new programmes to ZIMCHE for accreditation, by way of assuring quality. Various quality assurance standards and criteria are specified by ZIMCHE. Council accredits only those programmes that meet ZIMCHE's minimum agreed standards with respect to the following:

- Relevant and well-crafted curriculum that addresses the HEI's mandate and the national needs
- Adequate financial resources
- Teaching and learning facilities
- Availability of the relevant electronic and hard copy reading material
- Adequate ICT provision
- Appropriately qualified teaching staff

In addition to the said standards, approval of new programmes is done taking cognisance of national critical skills requirements, needs analysis and benchmarking evidence. ZIMCHE has clear guidelines and standards for accreditation of programmes which guide institutions on how to prepare for accreditation starting with the need to compile a self-evaluation report. They are given a comprehensive set of site visit guidelines. The self-evaluation report together with key programme documents from the institution being reviewed are used as a basis for the site visit.

The site visit involves authenticating the institutions' claims contained in the self-evaluation document through interaction with management, teaching staff, students, alumni, and support staff among others. Once the site visit has been completed the Peer Reviewers compile a report which is shared with the institution for them to correct factual errors. The report is then finalised and presented to HEQAC after which it is tabled before Council. The minimum programme accreditation standards also include a decision framework permitting rejection, conditional accreditation and full accreditation.

##### 6.1.4.3 Deliverables

Process the accreditation of all new programmes submitted by higher education institutions. The Accreditation process normally takes between two and six months depending on the level of preparedness of the institution or the availability of appropriate Peer Reviewers. The process involves many activities involving many stakeholders inclusive of institutions, Peer Reviewer, Professional bodies, HEQAC and Council.

### 6.1.4.3 Achievements

Submissions for accreditation of new degree programmes were received and evaluated on an on-going basis throughout the year. This was a major activity of the Directorate of Registration and Accreditation assisted by members of the Secretariat from other Directorates, units, the Deputy CEO as well as Peer Reviewers. Out of the 191 programmes submitted for review, 90 new programmes accredited in 2018 (see Table 6.1). Of these, 55 were undergraduate programmes and 34 were postgraduate degree programmes. The postgraduate programmes comprised 29 Masters programmes, 5 postgraduate diploma programmes and one doctoral level programme. Table 6.2 shows the new accredited programmes disaggregated by discipline. The other programmes are still in various stages of accreditation.

Table 6.1 shows the programmes that were assessed and accredited in 2018.

<b>Institution &amp; Date of Physical Assessment</b>	<b>Programmes Accredited</b>
Zimbabwe Open University 14-15 May 2018	<ol style="list-style-type: none"> <li>1. Master's in Development Studies</li> <li>2. Bachelor of Science Honours in Network Computing</li> <li>3. Bachelor of Science Honours in Multimedia Technology</li> <li>4. Bachelor of Science Honours in Library and Information Technology</li> <li>5. Bachelor of Science Honours in Records and Archives Management</li> <li>6. Bachelor's degree in Network computing Honours</li> <li>7. Bachelor of Multimedia Technology Honours degree</li> </ol>
Harare Institute of Technology 15 May 2018	<ol style="list-style-type: none"> <li>8. Master of Technology in Computer Science;</li> <li>9. Master of Technology in Cloud Computing;</li> <li>10. Master of Technology in Software Engineering</li> </ol>
Midlands State University 17-18 July 2018	<ol style="list-style-type: none"> <li>11. Bachelor of Education Dual Honours in Commercials</li> <li>12. Bachelor of Education Dual Honours in Science</li> <li>13. Bachelor of Education Dual Honours in Technical Vocational</li> <li>14. Master of Arts in Strategic Communication</li> <li>15. Post graduate Diploma in Strategic Communication</li> <li>16. Bachelor of Science degree in Applied Geology</li> <li>17. Bachelor of Science degree in Exploration Geophysics</li> <li>18. Master of Arts in Religious Studies</li> </ol>
Africa University 11 July 2018	<ol style="list-style-type: none"> <li>19. Doctor of Philosophy degree in the College of Health, Agriculture and Natural Resources</li> <li>20. Post Graduate Certificate in Theological and Religious Research</li> </ol>
Bindura University of Science Education 25 July 2018	<ol style="list-style-type: none"> <li>21. Master of Science in Educational Technology</li> </ol>
University of Zimbabwe (UZ) 15 May 2018	<ol style="list-style-type: none"> <li>22. Bachelor of Education Honours in Science and Mathematics;</li> <li>23. Bachelor of Science in Applied Economics with Economics;</li> </ol>



	<p>24. Bachelor of Science Honours in Speech and Language Therapy;</p> <p>25. Bachelor of Science Honours in Audiology;</p> <p>26. Master's Degree in Medical Science: Anatomy;</p> <p>27. Master of Applied Pharmaceutical Sciences</p> <p>28. Master's Degree in Medical Science: Physiology</p>
UZ (Zimbabwe Staff College Affiliate) 8 August 2018	29. Bachelor of Arts Honours degree in Defense and Security Studies
UZ (ZRP Staff College Affiliate) 8 August 2018	30. Bachelor of Adult Education Honours degree in Police Studies
Arrupe Jesuit University 16 August 2018  30 October 2018	<p>31. Bachelor of Arts Honours degree in Philosophy</p> <p>32. Master of Arts in Philosophy</p> <p>33. Bachelor of Science in Information and Communication Technology</p> <p>34. Bachelor of Arts Honours in Training for Transformational Leadership</p>
Midlands State University 23 August 2018	35. BED Information Communication Technology
Chinhoyi University of Technology 14 May 2018  27 September 2018	<p>36. BSc in Event Design and Technology;</p> <p>37. BSc in Soil Science and Land Resource Management;</p> <p>38. Bachelor of Engineering Honours in Industrial Electronics;</p> <p>39. BSc in Geo-Informatics and Environmental Conservation;</p> <p>40. Bachelor of Engineering Honours in Computer Engineering;</p> <p>41. BSc Honours in Defence Logistics;</p> <p>42. BSc in Instrumentation and Microprocessor Technology;</p> <p>43. MSc in Engineering Project Management</p> <p>44. Certificate in Biomedical Laboratory Technologies</p> <p>45. Master of Science in Genomics and Precision Medicine</p> <p>46. Master of Science in Forensic DNA</p> <p>47. Master of Science in Pharmaceutical Medicine</p> <p>48. Master of Science in Forensic Toxicology</p> <p>49. Bachelor of Science in Materials Science and Engineering</p> <p>50. Master of Science in Pharmaceutical Biotechnology</p>
Lupane State University 9 October 2018	<p>51. Bachelor of Science Honours degree in Business Computing</p> <p>52. Master of Business Leadership</p> <p>53. Bachelor of Arts Honours in Film, Television and Media Studies</p> <p>54. Bachelor of Arts Honours in Performance and Media Technologies</p> <p>55. Bachelor of Arts Honours in Kalanga Language and Culture</p> <p>56. Bachelor of Arts Honours in Tonga Language and Culture</p> <p>57. Bachelor of Arts Honours in Nambya Language and Culture</p> <p>58. Bachelor of Arts Honours in Sotho Language and Culture</p> <p>59. Postgraduate Diploma in Media and Public Relations</p> <p>60. Bachelor of Social Science Honours in Peace and Security Studies</p>

	<p>61. Master of Science in Climate Change and Sustainable Development</p> <p>62. Bachelor of Agricultural Science Honours degree in Agricultural Products, Processing and Value Addition</p> <p>63. Bachelor of Science Honours degree in Disaster Risk Management</p> <p>64. Bachelor of Science Honours Degree in Natural Resources Management</p>
<p>Zimbabwe Ezekiel Guti University</p> <p>15 May 2018</p> <p>28 September 2018</p>	<p>65. Bachelor of Science Honours in Digital Technology Solutions</p> <p>66. Master of Arts in Theology and Religious Studies</p> <p>67. Graduate Diploma in Occupational Health and Safety</p> <p>68. Bachelor of Science degree in Community Health Nursing</p> <p>69. Master of Science degree in Research for International Development</p> <p>70. Master of Science degree in Forensic Accounting and Fraud Examination</p> <p>71. Master of Educational Leadership and Management</p> <p>72. Master of Education degree in Sociology Education</p> <p>73. Master of Educational Psychology</p> <p>74. Bachelor of Science Honours degree in Pharmacy;</p> <p>75. Bachelor of Science Honours degree in Mental Health and Psychiatric Nursing;</p> <p>76. Bachelor of Arts Honours degree in Theology and Religious Studies with Education;</p> <p>77. Bachelor of Science Honours degree in Optometry;</p> <p>78. Bachelor of Arts Honours degree in Theology for Social Development;</p> <p>79. Bachelor of Science Honours degree in Development Sociology;</p> <p>80. Bachelor of Science Honours degree in Pharmacy;</p> <p>81. Bachelor of Commerce Honours in Economics</p> <p>82. Bachelor of Arts Honours degree in Theology, Pastoral Care and Counselling;</p> <p>83. Master of Science in Healthcare Ethics and Law</p> <p>84. Bachelor of Commerce Honours in Tourism and hospitality Management</p> <p>85. Master of Science in Development Finance</p>
<p>Zimbabwe National Defense University</p> <p>15 May 2018</p>	<p>86. Master of Science in International Studies</p> <p>87. Bachelor of Science Honours degree in Aviation (Piloting)</p> <p>88. Bachelor of Science Honours degree in Aviation (Air Traffic Management)</p> <p>89. Bachelor of Science Honours degree in Aerospace Engineering</p> <p>90. Master of Science degree in Software Engineering</p>

**Table 6.2: New programmes disaggregated by discipline**

Discipline	Undergraduate	Postgraduate	Total
Agriculture and Related Sciences	4	2	6

Visual and Performing Arts	5	0	5
Computer and Information Sciences	6	4	10
Education	6	4	10
Engineering	7	1	8
Law	0	1	1
Life Sciences	7	9	16
Physical Sciences	2	0	2
Defence and Security Studies	3	0	3
Humanities and Social Sciences	10	10	20
Business, Economics and Management	6	3	9
TOTAL	56	34	90

### 6.1.5 Strategic Objective 5: Organise capacity development workshops

#### 6.1.5.1 Rationale

To build the capacity of staff in HEIs on various aspects of their operations in order to improve the quality of service delivery.

#### 6.1.5.2 Deliverables

Organise four workshops to capacity build staff in HEIs.

#### 6.1.5.3 Achievements

The following capacity building workshops were organised for institutions:

- i) Programme design and accreditation held at Cresta Msasa, 12-13 February 2018.
- ii) Innovative and Quality Research for the 21<sup>st</sup> Century and Panel Discussions held in partnership with the Association of African Universities (AAU), 28-31 May 2018.
- iii) Academic Ceremonies Management Workshop held on 23-24 August, 2018 Midlands State University, Senate Room, Gweru (attended by 100 delegates from HEIs).
- iv) Protocol Procedures, Etiquette, Grooming and Department Workshop to be held on 15-16 November 2018 at Management Training Bureau, Harare (75 delegates attended).

### 6.1.6 Strategic Objective 6: Promote internationalisation of higher education (IHE)

#### 6.1.6.1 Rationale

ZIMCHE undertook the IHE project as a way of harmonising higher education, improving transparency and coherence of the quality assurance framework and enhancing mobility nationally and internationally. This was part of the Ministry of Higher and Tertiary Education, Science and Technology Development (MHTESTD)'s broader initiative to reconfigure higher education to drive innovation and spur sustainable development of the country.

#### 6.1.6.2 Deliverables

To hold an all stakeholder workshop as part of the ongoing process of developing a national IHE policy for Zimbabwe. HTEIs would then be able to derive their own institutional policies from the national one.

#### 6.1.6.3 Achievements

An all stakeholder workshop on developing a framework for Internationalisation of higher and tertiary education in Zimbabwe was held in partnership with the MHTESTD and the University of Nottingham (UoN) on the 3<sup>rd</sup> of July 2018.



The IHE project leveraged on the new dispensation's thrust towards re-engagement and was guided by the vision of the MHTESTD to come up with frameworks to cause higher education institutions (HEIs) to transform themselves and create value through Education 5.0 (teaching, research, community service, innovation and enterprise development). By so doing, the higher education sector would spearhead the nation's quest to industrialise and modernise in order to achieve the nation's vision of achieving upper middle-income status by 2030.

The workshop was a continuation of efforts by ZIMCHE working in partnership with the University of Nottingham (UoN) to promote quality in higher education through evidence based and stakeholder driven strategies. To this end, IHE was identified by HEIs as a critical tool for improving teaching and learning, research and innovation as well as generating income. Cognisant of the challenges faced by individual HEIs and the need for harmonized way of going about internationalizing, a number of steps were undertake.

The all stakeholder workshop brought to fruition the resolutions from the workshop for Vice Chancellors and Heads of Tertiary institutions that was held on December 11, 2017 at the Monomotapa hotel, Harare. Participants developed a 'theory of change' that would see HEIs contributing to the national goal of sustainable socio-economic development by leveraging on the benefits of IHE in assisting HEIs to industrialise and modernise Zimbabwe. Furthermore, having noted that all HEIs in Zimbabwe are desirous of effectively embracing internationalisation, participants resolved to bring together all stakeholders to develop a framework for IHE.

The workshop programme and the profiles of key facilitators was availed to the 350 invitees attracting 285 participants from various government ministries, MHTESTD, universities, polytechnics, industrial training Centres, teachers colleges, industry and commerce, Research Council of Zimbabwe, ZIMSEC and ZIMCHE. The workshop attracted good publicity both nationally and internationally as exemplified by an article ‘**Higher education must look inwards before turning outwards – Minister**’ that was published by the *University World News*, based in London. (<http://www.universityworldnews.com/article.php?story=20180704170817210>) University World News is supported by some of the world’s most experienced education journalists, and is accessed by higher education readers worldwide.

### **Developing the framework for IHTE**

In order to develop the framework for IHTE, participants were divided into seven groups each led by a university Registrar and given time to further brainstorm on the seven (one outcome was added to the existing 6 previously identified outcomes). Each of the seven groups was tasked to address questions that would shape the IHTE framework. To further work on the framework beyond the workshop a taskforce was formed made up of all university Registrars, ZIMCHE, UoN, representatives from tertiary institutions as well as other key stakeholders. They held two workshops in July 2018 to further develop the general guidelines for the IHTE framework and resources. An expert from the UoN global engagement office was responsible for guiding and overseeing the development of the IHTE framework as well as benchmarking it with international best practices.

The policy framework was developed around the following seven outcomes of IHTE:

1. increase in the presence of international students and staff;
2. active memoranda of understandings (research, teaching, and exchanges);
3. increased impact research and publications;
4. increased innovations and patents;
5. increased harmonized programmes;
6. relevant curricula and favourable international rankings; and
7. Institutional capability, culture and awareness

During the development of the framework all stakeholders were given an opportunity to provide comments. These inputs into the process had a great impact on the final product. Further engagement was done telephonically, through e-mails, website and workshop presentations. The IHTE framework is a living document that will be subjected to regular revisions and updates in order to fully respond to the changing HE environment.

### **Taskforce workshops**

The taskforce was made up of all university Registrars, ZIMCHE, representatives from tertiary institutions as well as other key stakeholders. They held two workshops in July 2018 to further develop the general guidelines for the IHTE framework and resources. An expert from the UoN global engagement office was responsible for guiding and overseeing the development of the IHTE framework as well as benchmarking it with international best practices.

During the development of the framework all stakeholders were given an opportunity to provide comments. These inputs into the process had a great impact on the final product. Engagement was done telephonically, through e-mails, website and workshop presentations.

The IHTE framework is a living document that will be subjected to regular revisions and updates in order to fully respond to the changing HE environment.

## **6.2 Strategic Goal 2**

To improve comparability and mobility in higher and tertiary education

### **6.2.1 Strategic Objective 1: Implement Zimbabwe Credit Accumulation and Transfer System (ZIMCATS)**

#### **6.2.1.1 Rationale**

Up until 2017, Zimbabwean higher education institutions were either not using any credit system or were using two systems in awarding credits to study programmes. (lecturer/student contact time or notional hours credit system). In fact, only one university was using the notional hour credit system. After extensive workshopping debates and consultations, all institutions agreed to migrate to the notional study hours credit system. A series of workshops were done to capacitate Deans and Chairpersons in preparation for the implementation of ZIMCATS. The use of ZIMCATS and MBKs allows for horizontal and vertical articulation as well as intra- and inter- learner mobility within the national qualifications framework. Generally, 120 credits represent the minimum volume of learning required to achieve the specified learning outcomes in each academic year.

#### **6.2.1.2 Deliverables for 2018**

Council had planned to assess the compliance of programme regulations submitted by HEIs to ZIMCATS as a way of harmonizing curricula across HEIs and facilitating easy mobility of students.

#### **6.2.1.3 Achievements**

Programme regulations reflecting notional study hours were received from universities except a single one which had recently migrated to a new system and could not suddenly change again. *However, ZIMCATS was shelved for implementation together with Minimum Bodies of Knowledge (MBKs). The MBK project was scheduled for completion in 2018 and approval of by Council in 2019.*

### **6.2.2 Strategic Objective 2: Spearhead the establishment of a National Qualifications Framework**

#### **6.2.2.1 Rationale**

Despite chairing and leading the SADC Technical Committee on Certification and Accreditation (TCCA) to come up with a Regional Qualifications Framework (RQF) that was approved and launched by SADC in 2017, Zimbabwe had no National Qualifications Framework (NQF) in place. There existed three fragmented Qualification Frameworks administered by ZIMSEC, HEXCO and ZIMCHE. Zimbabwe remained the only SADC Member State without an NQF aligned to the SADC RQF. This status quo made it impossible for vertical and horizontal progression of learners across higher and tertiary education institutions and basic and secondary education institutions. For example, learners could not move from one local university to another without completely redoing their programme.

#### **6.2.2.2 Deliverables**

Council set out to develop NQF Guidelines for presentation to the parent Ministry by April 2018.

### 6.2.2.3 Achievements

The Zimbabwe NQF was developed under the Chairmanship of ZIMCHE. The ZNQF was approved by Cabinet and launched on the 10<sup>th</sup> of July 2018. Subsequently, Statutory Instrument 133/2018 – Zimbabwe Council for Higher Education (National Qualifications Framework). Regulations was gazetted on the 20<sup>th</sup> of July 2018 to give ZIMCHE powers to enforce the section of the ZNQF that deals with higher education

### 6.2.3 *Strategic Objective 3: Develop MBKs for all programmes offered by universities*

#### 6.2.3.1 Rationale

Study programmes which are offered by Zimbabwean HEIs differ in content, delivery and duration. In some cases the difference in the number of courses offered per programme was a result of institution-wide courses that are mandatory and a different thrust which an institution may take in delivering a programme. Cognizant of its mandate, of ensuring recognition and comparability of programmes offered by different HEIs, ZIMCHE embarked on a project to develop MBKs for all the approximately 1 335 academic programmes on offer at the 20 Universities registered by ZIMCHE. This would help in ensuring that study programmes that are taught at university level in Zimbabwe have the depth and breadth that is pitched at the appropriate level. That MBK represents the minimum knowledge, skills and attitudes (competencies) a graduate in a particular discipline will be required to achieve regardless of the institution.

#### 6.2.3.2 Deliverables

Council set out to embark on the journey of developing MBKs for all study programmes. The process involved the following steps

- a) Engage experts from all universities offering the programme in question, industry and professional bodies to identify minimum benchmarks for each programme with respect to content, knowledge, skills (competencies) and attitudes. Experts used their knowledge and experience as well as benchmarking with the best universities globally
- b) Consolidation and endorsement of MBKs. This involves circulating the MBKs to institutions so that they evaluate the product as well as ensuring that institutions have updated their programme regulations accordingly
- c) Final benchmarking with similar exercises elsewhere
- d) Publication of the MBK document
- e) Monitoring of the implementation of MBKs. Institutions will use the MBKs as the basis of the programmes that they lodge on the Zimbabwe National Qualifications Framework (ZNQF). Any unaccredited programmes will not find their way on the ZNQF

#### 6.2.3.3 Achievements

Part (a) of the outlined procedure was completed for the disciplines shown in Table 6.1.

**Table 6.1. MBK Workshops and Dates**

<b>Discipline</b>	<b>Venues</b>	<b>Dates</b>
Engineering	Harare Institute of Technology	30-31 January 2018

Commerce	Midlands State University	15-16 February 2018
Social Sciences	University of Zimbabwe	22-23 February 2018
Arts and Education	Great Zimbabwe University	20-21 March 2018
Agriculture	Africa University	27-28 March 2018
Natural/Physical Sciences	Midlands State University	3-4 May 2018
Technology and Law	Chinhoyi University of Technology	9-10 May 2018
Outstanding programmes	Great Zimbabwe University	26-27 July 2019

Parts (b) and (c) involving consolidation and further benchmarking of the draft MBK document have reached advanced stages.

*6.2.4 Strategic Objective 4: Implement harmonised quality assurance standards and guidelines and align them to those of regulatory and professional bodies*

#### 6.2.4.1 Rationale

In 2017 ZIMCHE spearheaded a process of coming up with agreed quality assurance standards to guide ZIMCHE. In implementing these standards, ZIMCHE has to align them to those of professional bodies.

#### 6.2.4.2 Deliverables

To implement harmonised Quality Assurance standards and guidelines in sync with the requirements of other regulatory and professional bodies..

#### 6.2.4.3 Achievements

The Secretariat carried out Compliance Visits in all provinces to check on and close unregistered institutions that were offering degree programmes illegally.

Council approved an instrument to register agencies/individuals who recruit Zimbabwean students for foreign universities as well as those who recruit foreign students for Zimbabwean universities. To date one double recruitment agent SATCO was successfully registered with ZIMCHE.

Council processed three applications for registration of new universities as follows:

- (i) ARRUPE Jesuit University was assessed for readiness to operate as a fully registered university.
- (ii) Maranatha Christian University was assessed for readiness to operate as a fully registered university
- (iii) UNICAF applied for registration as an online university.

ZIMCHE continues to engage professional bodies in its activities and operations. ZIMCHE presented papers and participated at the Legal Education Indaba held at Montclair Hotel, Nyanga from 22-23 June 2018. The objective of the indaba was to establish minimum standards for the LLB degree which will become the measure against which international degrees will be evaluated. The Law Society of Zimbabwe, the Council for Legal Education, the Prosecuting Authority, the Magistrates and the Judicial Services Commission, the



ZIMCHE and the current four faculties of Law at UZ, MSU, Great Zimbabwe University and the ZEGU.

ZIMCHE presented a paper and participated at the WTO National workshop on mutual recognition agreements (MRAs) for facilitating the movement of professional service suppliers held at Bronte hotel on 13-14 June 2018

#### 6.2.5 *Strategic Objective 5: Identify and capacitate Peer Reviewers*

##### 6.2.5.1 Rationale

In 2017, ZIMCHE spearheaded a process of coming up with agreed quality assurance standards to guide ZIMCHE

##### 6.2.5.2 Deliverables

To implement harmonised Quality Assurance standards and guidelines.

##### 6.2.5.3 Achievement

On-going using the Peer Review Manual developed in November 2017 through the assistance of the African Quality Assurance Network (AfriQAN).

### **6.3 Strategic Goal 3: To improve institutional capacity**

#### 6.3.1 *Strategic Objective 1: Carry out needs assessment and support staff training, development and retention*

##### 6.3.1.1 Rationale

To continuously develop capacities within the institution as well as motivating staff to improve efficiency and effectiveness of service delivery.

##### 6.3.1.2 Deliverables

Support staff members who undergo further training as well as participate and network at quality assurance fora.

##### 6.3.1.3 Achievements

ZIMCHE Secretariat members actively participated and benefited from the following opportunities workshops and quality assurance fora:

- a) The Acting CEO, Dr E.C. Garwe received the Zimbabwe Women Business Leadership Award for Outstanding contribution to Higher Education (April, 2018).
- b) The Acting CEO, Dr E.C. Garwe completed a fully funded impact leaders training programme (September 2017-May 2018) and received an award by the Economic and Social Research Council, UK. The training included the following sessions:
  - i) Welcome session; impact leadership, co-production, effective partnerships, what is impact?
  - ii) Effective change, organisational values, implementation science and stakeholder analysis
  - iii) Monitoring, measuring and evidencing impact
  - iv) Impact Leaders Programme: Effective Communication for Impact
  - v) Engaging and influencing, presenting your research and participant presentation.

The award included a **grant of £ 15,000** to pursue joint research activities with the UK partner UoN.

- c) The Director for Registration and Accreditation, Dr A.M. Tirivangana attended a workshop on Quality Assurance for Higher Education Leaders organised by AAU and AfriQAN in Lagos, Nigeria from 19-21 June 2018.
- d) The Principal Director for Academic and Institutional Audits, Dr H.H. Chikuya, attended the Technical Committee Meeting on Certification and Accreditation in South Africa (TCCA) from 26-28 September 2018.
- e) The Director for Academic and Institutional Audits, Mr L.C.K. Gwati; the Acting CEO, Dr EC Garwe; the Quality Promotion Officer, Mrs B. Nhemachena and the Finance Officer Mrs F Matundu presented papers at the 4<sup>th</sup> Southern African Quality Assurance Network (SAQAN) Conference held in Maseru, Lesotho from 8<sup>th</sup> to 10<sup>th</sup> of October 2018.
- f) The Registration and Accreditation Officer, Mrs C. Chinembiri attended the AGM for the African Verification of Qualifications Network that was held in Accra Ghana from 30-31 October 2018.
- g) The Director for Registration and Accreditation, Dr AM Tirivangana participated at the COMESA qualification equivalence framework that was held in Lusaka, Zambia from the 3<sup>rd</sup> to the 4<sup>th</sup> of November 2018. He also attended the 10<sup>th</sup> International Quality Assurance in Higher Education in Africa conference held in Yaoundé Cameroon held from 17-21 September 2018.
- h) The incoming CEO, Professor Dzvimbo, was appointed as President of SAQAN for the next four years at the 4<sup>th</sup> Conference held in Maseru, Lesotho from 8<sup>th</sup> to 10<sup>th</sup> of October 2018. ZIMCHE was selected to host 5<sup>th</sup> SAQAN conference to be held at Victoria Falls in October 2019.
- i) The Principal Director for Academic and Institutional Audits, Dr H.H. Chikuya, attended the African Scientific Research and Innovation Council Congress held in Abuja-Nigeria from 27-29 November 2018.
- j) The Director for Academic and Institutional Audits, Mr L.C.K. Gwati attended the Harmonization of African Higher Education Quality Assurance and Accreditation Final Conference held in Dakar, Senegal on 3-4 December 2018.
- k) The Director for Academic and Institutional Audits, Mr L.C.K. Gwati attended the African Union Technical Consultation Workshop on the setting-up of a Continental Quality Assurance and Accreditation Agency held in Addiss Ababa, Ethiopia from 13-14 December 2018.
- l) The Acting CEO, Dr EC Garwe was invited and sponsored to facilitate at the following fora:
  - ✓ Women in Higher Education Leadership Conference held in Johannesburg South Africa Zimbabwe on 16-18 July 2018.
  - ✓ 10<sup>th</sup> International Quality Assurance in Higher Education in Africa conference held in Yaoundé Cameroon held from 17-21 September 2018.
  - ✓ Quality Assurance in Higher Education Master class held at the Park Inn Sandton Hotel, Johannesburg, 4-5 October 2017.

*6.3.2 Strategic Objective 2: Seek accreditation/partnerships with international quality assurance bodies*

6.3.2.1 Rationale

The benefits to ZIMCHE include:

- i) increased visibility
- ii) Sharing resources and information
- iii) promote and strengthen quality assurance systems, tools and practices
- iv) Adhering and adapting to the standards and guidelines for the African Continental framework and global quality assurance guidelines
- v) Implementing transparent procedures that adhere to international norms
- vi) Further development and improvement of standards, processes and systems

#### 6.3.2.2 Deliverables

- i) Forging quality assurance partnerships through joining quality assurance networks.
- ii) Preparation of a Self-Assessment Report (SAR) to be used as the basis for evaluation of ZIMCHE as a quality assurance agency by external experts.
- iii) Organizing interaction sessions of the external experts from Quality assurance agencies in Africa and Europe with all ZIMCHE key stakeholders to gather information of where ZIMCHE excelled and areas needing improvement.

#### 6.3.2.3 Achievements

ZIMCHE joined the African Qualifications Verification Network (AQVN). The membership to AQVN will help ZIMCHE improve its efficiency when assessing foreign qualifications.

ZIMCHE also paid up subscriptions and participated at events for the African Quality Assurance Network and the Association of African Universities. ZIMCHE however failed to pay subscriptions to the Southern African Quality Assurance Network (SAQAN) due to challenges in remitting foreign currency. However, ZIMCHE continued to enjoy membership benefits on the agreement that the arrears will be cleared in due course. To this end, ZIMCHE was selected as the host for the forthcoming SAQAN conference to be held in Victoria Falls in October 2019.

ZIMCHE was evaluated on its adherence to its mandate of quality assurance using the African standards and guidelines (ASG QA) and the Pan African Quality Assurance Framework (PAQAF) from the 5-8 of November 2018. The turnout of the stakeholders was very encouraging (e.g. 12 university Chairpersons of Council, including the Chairman of the Zimbabwe National Defense University and Chief Secretary, Dr Misheck Sibanda as well as Vice Chancellors from 20 of the 24 registered universities in Zimbabwe. The full report will be submitted to ZIMCHE in due course. However, preliminary highlights given at the exit meeting included the following issues:

#### Commendations

- i) ZIMCHE appeared to have appropriate structures in place.
- ii) Self-Assessment Report (SAR) prepared by ZIMCHE in a relatively short period of about three months knowing that some organizations took eight months.
- iii) Evidence of benchmarking
- iv) Good institutional guidelines in terms of audits and accreditation
- v) ZIMCHE Secretariat commended for its loyalty
- vi) ZIMCHE appears to be well supported by all stakeholders

#### Areas requiring improvement

- i) Need for the development of a manual for the establishment of a new university.
- ii) There was no evidence of consultations with institutions on choice of peer reviewers lest there could be some with conflict of interest.

- iii) When reports have been commented upon by institutions they should be sent to the peer reviewers who were involved in order for them to know about the final report.
- iv) ZIMCHE to avoid putting too many Secretariat members in teams in order to maintain independence of peer reviewers.
- v) ZIMCHE need to formalize appeals procedures including establish an independent appeals committee.
- vi) ZIMCHE has financial constraints and evidence of shortage of human resources

*6.3.3 Strategic Objective 3: Promote and support cost reduction measures and viable revenue generation projects and programmes.*

#### 6.3.3.1 Rationale

The dwindling financial resources call for austerity measures for reducing the cost of activities without affecting the quality of service as well as activities. To augment these initiatives, it is critical to engage in other ways of raising funds from non-traditional sources using ethical and acceptable means.

#### 6.3.3.2 Deliverables

Exercising financial prudence and undertaking resource mobilization cum capacity building workshops.

#### 6.3.3.3 Achievements

- i) The first income generation workshop raised a net of USD 17 000. The second workshop raised USD 7 000 whilst the third is expected raise about USD 15 000.
- ii) The Secretariat sourced a total of USD 23 200 (USD 8 200 from the University of Nottingham and USD 7 000 (conference package), USD 8 000 (publicity from the parent Ministry) for the workshop on internationalisation of higher education.
- iii) The Secretariat made savings in excess of USD 365 000 on the seven MBK workshops attended by 568 experts. In 2016 and 2017 only one MBK workshop per year was possible because of the astronomical costs borne by ZIMCHE for accommodation and meals for 2-3 days, travelling and subsistence costs, conference package costs at the hotel venue and USD 100 honoraria for each of the experts. This year the institutions provided venues and assisted their representatives who were happy to participate without being paid any honorarium. The Secretariat greatly acknowledge and appreciate this contribution and goodwill.
- iv) The budgeting process was completed with the ZIMCHE Secretariat preparing budget bids and making presentations at the Parliamentary Portfolio Committee on Higher and Tertiary Education, Science and Technology Development (Monday 29 October 2018 at 1000 hours in the Senate Chamber, Ground Floor at Parliament Building) and the Ministry of Finance (31 October 2018).
- v) The indicative 2019 Budget for ZIMCHE is as follows:
  - ✓ Capital: \$ 1 686 500.00 against \$ 100 000 allocated for 2018
  - ✓ Operations: \$100 000.00 against \$ 35 000 allocated for 2018
 Salaries: \$923 000.00 against \$ 790 000 allocated for 2018

*6.3.4 Strategic Objective 4: Develop advocacy strategies that raise awareness of the potential and value of ZIMCHE to government, Higher and Tertiary Education Institutions and the public.*

#### 6.3.4.1 Rationale

Offering advisory and support services to stakeholders.

#### 6.3.4.2 Deliverables

Participate, facilitate and engage stakeholder and offer them critical information and advice.

#### 6.3.4.3 Achievements

ZIMCHE participated at the strategic planning workshop for the Ministry of Higher and Tertiary Education held at the Caribbea Bay Resort, Kariba from 3 to 7 November 2018.

ZIMCHE staff members played a key role in the critical skills audit as well as other key initiatives by the parent Ministry, institution and other stakeholders.

### *6.3.5 Strategic Objective 5: Establish and maintain suitable ZIMCHE infrastructure*

#### 6.3.5.1 Rationale

Create a suitable home reflecting the ambiance of a quality assurance organization.

#### 6.3.5.2 Deliverables

Avail adequate office space for staff as well as making frantic efforts to finalize the transfer of the current premises from the Ministry of Local Government to ZIMCHE.

#### 6.3.5.3 Achievements

The new office block (6 offices) is nearing completion. The protracted process of negotiating and transferring the current premises to ZIMCHE was finally completed on the 28<sup>th</sup> of November 2018. ZIMCHE is now free to develop a masterplan and commence construction of a suitable home.

## **6.4 Strategic Goal 4: Improve ICT affordances in higher and tertiary education**

### *6.4.1 Strategic Objective 1: Develop a Higher Education Management Information System (HEMIS)*

#### 6.4.1.1 Rationale

The overall goal of this project is to consolidate all HEIs' data into a single database (HEMIS) managed by the ZIMCHE. The HEMIS will be web based, real-time, role-based, with restricted access for each institution, entering its data on a real-time basis and accessed via a portal. ZIMCHE, MoHTESTD, national and international cooperating partners as well as the general public will have real time access to HEI statistics from a single reliable source.

HEMIS increases the operational efficiency of ZIMCHE and MoHTESTD and increase the transparency in the operation and management of the higher education system in the country. The web-based application will allow timely, secure, and transparent storage of data, processing and retrieval of large quantities of data, flow of information, searching and sorting of specific information uniformly, accurately, quickly and easy generation of reports. It is expected that the HEMIS will become an invaluable tool to aid in timeous and objective decision-making in the management and development of individual institutions and the education sector.

The HEMIS data will include but not necessarily be limited to: student and lecturer information, academic programme information, curriculum, accreditation, relevant administrative and financial information, academic and industrial attachment data, and research and development, outreach or community engagement and consultancy activities of the institutions.

It is envisioned that the HEMIS will meet all the requirements of a management information system from the central database, being updated regularly from various HEIs online and also generate periodic reports as required in unitized and aggregated forms. It should be web based with user-friendly graphical user interface (GUI) based front end, powerful retrievable database. The application should be a menu driven easy to use system developed on self-help basis, guiding the users with appropriate help/error messages.

#### 6.3.5.2 Deliverables

The following deliverables were expected in 2018:

- (i) Constitution of a multi-stakeholder ICT Committee
- (ii) ICT Committee meetings
- (iii) Development of a HEMIS project Concept Note
- (iv) Development of HEMIS requirements specification
- (v) Meeting with university ICT Directors (HEMIS stakeholders) to discuss development and implementation modalities,

#### 6.3.5.3 Achievements

The ICT Committee was constituted and held two meetings on January 12, 2018 and 18 June 2018. Progress made include the following:

- i) Developed a concept note that was endorsed by the ICT Committee and approved by Council.
- ii) Produced system requirement specifications and an implementation timeline
- iii) On 26 February, 2018 the Manager ICT held a meeting with all university ICT Directors. At the meeting CUT volunteered to partner ZIMCHE in the development of the system.
- iv) On 28 February 2018 the Manager ICT together with university ICT Directors toured Telone and Dandemutande. Data Centres for possible hosting of systems.
- v) On 26 March 2018 the HEMIS system, requirement specifications were submitted to the parent ministry for possible funding.
- vi) ZIMCHE made a request budgetary support of \$351, 100.00 to the Ministry of Higher and Tertiary Education, Science and Technology Development (MHTSTD) for the development of HEMIS and hardware acquisition. The Ministry agreed in principle to support ZIMCHE with the requested budget. A copy of the budget and concept note was presented to both the Minister and his Permanent Secretary.
- vii) On the 8th November 2019, World Bank representatives led by Yoko Nagashima had a meeting with the ZIMCHE team in the ZIMCHE boardroom. The World Bank team expressed interest in funding the project. Again, a budget of \$351,100.00 together with a concept note was presented to the World Bank team.

## **7. CHALLENGES**

The following setbacks were experienced in 2018:

- 7.1 Inadequate Secretariat staff numbers worsened by vacant posts due to a freeze in the salary grant led to high workloads.

- 7.2 Inadequate and inappropriate infrastructure and the poor ambiance of the ZIMCHE premises affected the reputation of ZIMCHE as a quality assurance agency that leads by example.
- 7.3 Unavailability of foreign currency prevented ZIMCHE from paying its subscriptions to critical international agencies.

## **8. CONCLUSION AND RECOMMENDATIONS**

### **8.1 Conclusion**

ZIMCHE was able to implement the bulk of its expected deliverables as stipulated by the of the strategic plan in line with its mandate and national goals. Credit is given to the parent Ministry for giving clear directions, hardworking Secretariat and Peer Reviewers, supportive and engaging Council and HEIs as well as the goodwill by all other stakeholders.

### **8.2 Recommendations**

Recognising that ZIMCHE has a dual advisory function; providing advice at the request of the Minister of Higher and Tertiary Education Science and Technology Development as well as offering advice on its own initiative in response to critical issues and challenges identified by the Council that impact on the higher education system, the following recommendations are suggested:

- 8.2.1 Speedy financial support to develop and implement HEMIS
- 8.2.2 Capacitating ZIMCHE in terms of additional manpower in critical shortage areas and unfreezing posts to improve efficiency and effectiveness of service delivery

**February 2019**